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ABSTRACT

Designed to help those who are considering a career that enables them to travel or live abroad or to work in an international field, this guide will be especially helpful to college and graduate school students, graduates with advanced degrees, professionals exploring alternative careers, and college-bound high school students, and will also be a useful resource for career counselors, job placement offices, and libraries. Listed are more than 250 sources of employment in international business, banking, finance, international law, journalism, consulting, nonprofit organizations, the United States government, the United Nations, and other international organizations. Each of the listings provides a brief description of the organization, the size of the professional staff, the number of professionals hired in the last year, qualifications for employment, internships where available, application procedures, and address. Also included are introductory essays by outstanding representatives of the different professions described, an annotated bibliography, and a listing of graduate programs. (BZ)

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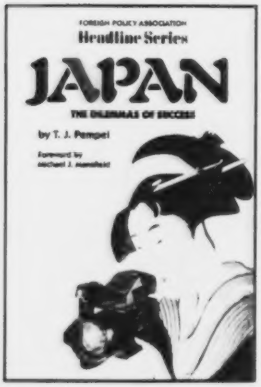

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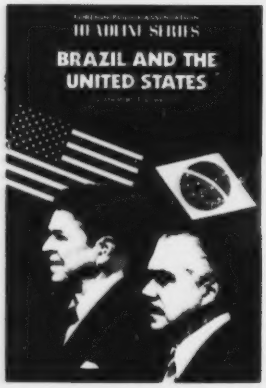

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Guide to
Careers in World Affairs

by the Editors of the
Foreign Policy Association

Foreign Policy Association
205 Lexington Avenue
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The special editor of this edition of GUIDE TO CAREERS IN WORLD AFFAIRS was Laura J. Schisgall, assistant editor at the Foreign Policy Association from 1984 to 1986. She was responsible for the organization, research and writing of the GUIDE and the supervision of the interns. She is currently spending a year doing graduate work in the People's Republic of China and plans to attend law school upon her return. Ms. Schisgall is a *summa cum laude* graduate of Vassar College, with a degree in political and social philosophy. She is a member of *Phi Beta Kappa* and an avid sportswoman and traveler.

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Contents

Acknowledgments

Introduction 1

1. Job-Hunting Strategies 5

2. International Business 13

3. International Consulting 39

4. International Finance and Banking 53

5. International Journalism 65

6. International Law 77

7. Translating and Interpreting 97

8. Nonprofit Organizations 113

   Research and Education 117

   Development Assistance 143

   Health and Population 164

   Youth Programs 176

9. United States Government 187

10. UN and Other International Organizations 229

11. Teaching Abroad 249

12. Internships 253

13. Graduate Programs 289

14. Annotated Bibliography 303

Index 323

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Introduction

There is scarcely a profession, trade or occupation in the United States that is not affected—directly or indirectly—by decisions made in Riyadh, Frankfurt, London, Mexico City, Moscow, Beijing, Rio de Janeiro, Tokyo, New Delhi or the world's other major cities. Today, the U.S. government, American businesses, citizens considering a trip abroad and consumers can ill afford to ignore the rest of the world. Foreign languages, imported goods, exotic foods and foreign fashions and tastes have become a daily part of most Americans' lives. This is a small world, and the need for Americans to understand foreign cultures and languages is great.

This book is designed to help those who are considering a career that enables them to travel or live abroad or to work in an international field. It is appropriate for high-school students contemplating college and a future career; college students deciding on a major, a job or graduate school; graduate students who want to put their degrees to work; and professionals who are considering a mid-career change. Students in many fields, including accounting, agriculture, area studies, business, development, economics, engineering, international relations, languages, law, medicine, nursing, political science or public policy, will find in the following pages a variety of opportunities for putting their skills to use in internationally oriented organizations at home and abroad.

What is "international work"? It is difficult to generalize because it spans so many fields, each with its special qualifications for hiring and its rules for advancement. This book looks at a number of these fields in detail: business, consulting, finance and banking, journalism, law, translating and interpreting, nonprofit work (research and education, development assistance, health and population, and youth), the U.S. government, the United Nations and other international organizations, and teaching abroad.

Finding a job in one of these occupations, whether at the entry-, mid- or senior-level, in the United States or abroad, requires custom-designed job-hunting methods and specific credentials. This book explains the methods and the credentials.

Chapter 1 offers suggestions on job-hunting methods and strategies that can help make the job seeker's search efficient and relatively painless. Chapters 2 through 11 examine a variety of occupations that offer international work.

For each occupation, there is an introductory essay. The introductions to Chapters 2 through 7 have been written by outstanding leaders in the field. The essays describe the nature of the work, employment qualifications and prospects, the range of opportunities (with special emphasis on entry- and mid-level jobs) and offer tips on the best way to conduct a job hunt. The introductory essays are followed by profiles of representative organizations and firms.

The *description* of the organization gives information about the firm's international activities and the department or subsidiaries in charge of international operations. The *professional staff* section indicates the number of staff in the U.S. and abroad; whether those who serve abroad are mainly foreign nationals or American citizens; the number of people hired in the past year; and the location of overseas offices. Note that each firm has a different definition of professional. Some firms view all non-union staff and those exempt from overtime as professionals. Some consider technical workers professional, others only managerial staff. Some believe entry-level college graduates and novice researchers are professionals. Still others apply the classification to virtually everyone except secretaries and mailclerks.

The *qualifications* section includes education required or preferred for employment; the amount and kind of work experience desired; and whether knowledge of languages, willingness to live or travel abroad and overseas experience are necessary.

The final section, *application procedure,* notes where to address inquiries, gives telephone numbers and discusses specific application procedures, such as required application forms or tests. Because of personnel turnover, we have given contacts' titles or positions rather than names.

For organizations offering *internships,* information is given on the number of internships; when interns are needed (summer, semester, year); whether interns are paid; the qualifications (educational level, major, work experience); and the nature of the work. Where possible, we have indicated whether former interns are given preference for permanent positions. Information is also provided on *training programs,* the prerequisites for entry, the program's length, the material covered and the number of trainees accepted annually.

A major hurdle for those embarking on a new career is lack of experience. An excellent way to get experience is through an internship. Therefore, we have devoted a special chapter to the subject. Chapter 12 lists 40 internship programs in the fields covered in this book.

The right degree also helps open doors to an international career. Chapter

13 gives the pros and cons of different graduate programs, presents a list of master's programs in international relations and public policy, and offers some advice on applying to and preparing for graduate school. The chapter has a glossary of graduate-degree abbreviations.

Finally, to help you research the international field, Chapter 14 provides an annotated bibliography of the most useful books.

The businesses, organizations, firms, agencies and companies in this book are a *representative sample,* not a comprehensive listing of organizations in the international field. During the research phase of this book's preparation, we contacted and recontacted many more companies than appear herein. With the exception of a few very small organizations, we have included all companies and organizations that responded to our letters and phone calls. No company paid a fee to be listed.

Please keep in mind that this book is not a guide to job openings. Rather, the profiles of organizations are intended to suggest the great variety of opportunities that exist in the international area. Once you decide on a field and begin your job search, you will want to expand it beyond the organizations listed in the GUIDE.

Abroad or at Home?

Not all "careers in world affairs" entail living abroad. There are many internationally oriented jobs right here in the United States. Foreign currency traders at financial institutions, managers of overseas operations, translators, researchers at nonprofit organizations, and lawyers serving international clients are but a few examples. While they may travel occasionally or even frequently, these professionals may never be asked, or get the chance, to live abroad.

On the other hand, in some fields, such as the U.S. Foreign Service, development-assistance field work, consulting and international journalism, living abroad for varying lengths of time is essential. A key decision to make when you embark on an international career is whether you want to work abroad or will be satisfied with travel and the foreign contacts you make in a U.S.-based job. (Keep in mind, too, that one path does not exclude the other.) Whatever your decision, you may be expected to have had prior overseas experience. And, of course, you will want to.

Living abroad can be exciting, challenging and even glamorous. It can also be hard work adapting to a new and alien environment. This is especially true in developing countries, but even in Westernized ones you may find yourself occasionally feeling lost and homesick. Don't be surprised: every aspect of daily life—hygiene, food, transportation, the concept of time, the role of women, and language—is probably different from what you are accustomed to. It takes patience and commitment to adapt to a new society but, as many who have done so will tell you, it is well worth the effort.

While the general employment outlook for college graduates has improved in recent years, opportunities to work abroad remain tight and the competition is keen. On the one hand, the trend toward the globalization of financial markets and the geographic diversification of industrial and corporate activities point to growing opportunities in the years ahead, notably in banking, finance and consulting. On the other hand, some private sector firms, notably oil companies, as well as the U.S. government and international organizations are currently scaling back their overseas staff to trim budgets. The U.S. Department of State reports that last year 18,000 people took the Foreign Service written exam; only 200 entered the service. Multinational corporations with foreign subsidiaries that do business around the world report that few of their overseas personnel are Americans; those who are sent abroad have generally been with the company for years. By hiring qualified local nationals, many corporations save the cost of sending Americans abroad and can capitalize on the local employees' understanding of their culture. Even in the field of development assistance, which for so long relied primarily on Americans for overseas operations, the emphasis is now on training local technicians.

Most international jobs today are available to people with special expertise in an area or language, who have worked as an intern or employee of an internationally oriented organization, or who have advanced academic credentials. There are few direct routes to or specific training programs for an international position. At the same time, there are few closed doors based on race, age or gender. The main prerequisites are education, experience—and hard work.

The world is large and the opportunities for eager explorers are many. This guide is intended to introduce readers to the world of international work. We very much hope that it guides them toward stimulating, challenging and fruitful careers in world affairs.

Laura J. Schisgall
May 1986

Job-Hunting Strategies / 1

Job hunting makes people quake. Everyone hates a different part of the process—the interview, résumé writing, the waiting, rejection. Most people think of it as a necessary evil. We suggest a different attitude: job hunting is *opening possibilities*—taking your working life in hand, altering it and making it better. One job-hunting authority estimates that 8 out of 10 working Americans are in the wrong job and 5 out of 10 are dissatisfied with their jobs. The odds are that you will be one of the eight or five unless you give serious thought to what job is right for you and then work very hard to find it.

First Step: Self-assessment

Self-assessment, the difficult process of examining your strengths and weaknesses, your interests and objectives, is the first step in job hunting. The most innovative career books on the market are really not career books in the traditional sense of explaining a field, how to get into it and what to expect. Instead, they concentrate on helping you to make decisions about yourself, your values and goals. The assumption is that once you do, you will be able to pursue a job that suits and satisfies you. Factors to think about include:

- which skills you are best at and most enjoy using,
- your values and to what extent your work must reflect them,
- what kind of work atmosphere you want,
- how important is the size of the salary,
- how important are possibilities of advancement,
- how much free time you like to have and what hours you like to work,
- where you want to live,

- how successful you want to be,
- how much supervision you like.

Sometimes these interests clash, so you must determine your priorities.

Career-guidance experts recommend that you decide what kind of a job you want before beginning your search. A potential employer is unlikely to hire someone who only "thinks, sort of, that the job would be interesting." Employers want enthusiasm; they need to be convinced that you want the job. Furthermore, unless you really know what job you want, you run the risk—in a fit of job-hunter's frustration—of settling for *any* job and regretting your decision later.

Informational Interviewing

To help decide whether a field is right for you, it is a good idea to set up informational interviews (IIs). The purpose of an II is to meet people working in the field and to question them about it. The cardinal rule of IIs is *not* to ask the people you meet for a job. Remember that you have asked them to tell you about their field, not to find you a job, and you must keep your word. If you make a good impression on them, they might tell you about openings when they hear of them.

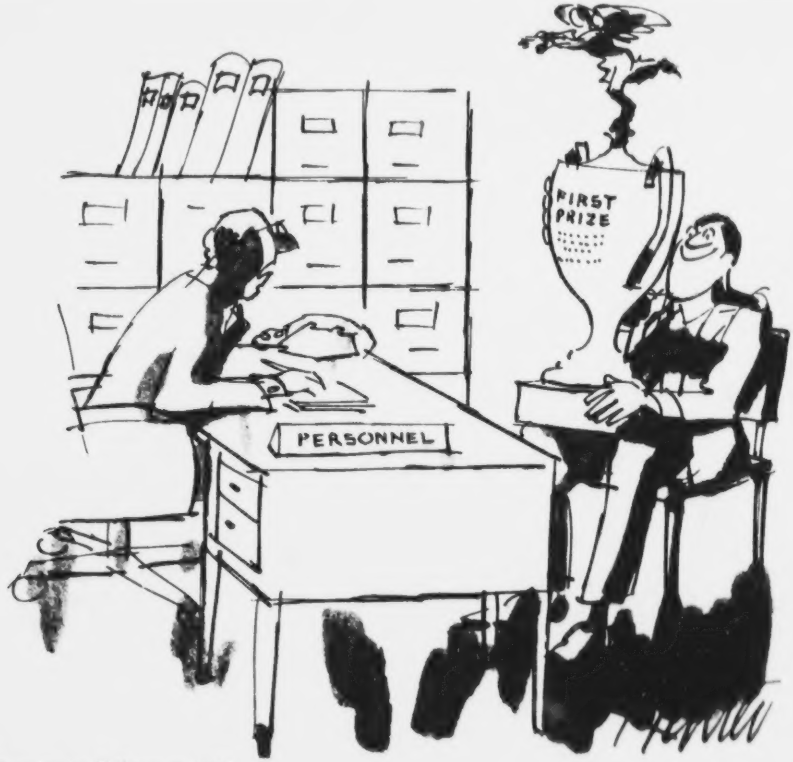
A good way to find people to interview is to go through your college or graduate-school alumni or career office. Many colleges make histories and work addresses of alumni available to other alumni. Many alumni are delighted to help "one of the fold" or to meet the younger generation. Talk with people in a variety of jobs and at different levels, if possible. It may be difficult to find senior-level people to talk to you, but junior personnel may be just as helpful because they know the current job market.

IIs are important in developing a network of people in your field. Networking has become a hot 80s topic, but in truth the art of making contacts has been around for a long time. Use the network of people who are in the same field (or even the same company) to keep you informed of job openings and to keep abreast of developments in the field.

If you do not have contacts, try calling up an organization cold. Explain your burning interest in it and ask to come meet the people who are doing the jobs in which you are interested. Be prepared to tell them why it is in their interest to meet you, for example, what can you bring to the organization, but stress that you are most interested in learning about the field and not necessarily applying for a job.

If you call a company cold, avoid ending up in the personnel department. You need to speak directly to the people who have jobs comparable with those in which you are interested. This is particularly important in larger organizations, where the personnel or recruiting departments may be out of touch with other offices. You should also find out all you can about the organization before you go for an interview.

A key question to ask in any II, after you have thoroughly exhausted your questions about the field, is, "Do you know anyone else to whom I should talk?" People, often eager to offer you something, will give you names of colleagues or other alumni. By making these calls you could eventually run into someone who has a job to offer or who knows of one.



Drawing by Richter; © 1985
The New Yorker Magazine, Inc.

"Do you have any other qualifications?"

Writing and Wielding a Résumé

Once the Ils have helped you decide on your field and you have established a few contacts, you are ready to apply for a job. Your first step is to write a résumé (or a curriculum vitae, which is generally longer, more detailed and for people with more experience). Résumés are a necessary evil: employers use them to narrow the field of candidates for a job. The purpose of the résumé is to get you an interview; it is pure advertisement. Your résumé should make someone want to meet you and ask you more about yourself, your experience, your qualifications and, importantly, what you can do for the company.

There are many résumé styles. For books outlining them, see the bibliography [Chapter 14]. *Chronological* résumés list your work experience, starting with the present job, and specify your duties. Some experts feel this kind of résumé reduces your chances of changing careers because the reader can only see what you have done, not your qualities or strengths. *Functional* résumés concentrate on qualifications, skills and accomplish-

Setting a career course

HOW many Yalies can fit into a single investment banking firm? The report bouncing around the airwaves that 400 of this year's 1,200 graduates have applied for jobs with the First Boston Corporation is *not* true.

It's been only 200-odd, with some double-counting resulting when some aspirants sent résumés to different departments at First Boston. And anyway, a single job-hunting graduate may send out 30 to 40 résumés.

Still, there is a certain element of pack-running in the job search, though Elis are presumably no worse in this than the graduates of other institutions. Certain companies, and whole professions, for that matter, tend to go in and out of fashion like certain tie widths and hemlines, for similarly profound reasons.

After Watergate even the humblest suburban daily paper was besieged with would-be investigative reporters. More recently a legal degree has been seen as the path to fame and riches. But now law schools are thinking more in terms of "recruiting" than "admitting."

One veteran observer of the academic scene shares with us his feeling that young people continue to make their career plans on the basis of some remarkably bad advice. Even professors active in their fields tend to underestimate or overestimate the demand for graduates with training in those fields. Like Stendhal's hero, Fabrice del Dongo, in the battle of Waterloo, they are too close to the action to make sense of it.

Going into a particular field because of a publicized increase in market demand for degrees in that field may be like trying to make a killing in real estate in an area that's just been written up in the Sunday papers; by then, it's too late.

It should be said for the American system (or nonsystem) that at least it leaves people free to muddle around, or find oneself, rather than closing off certain options early on.

Just as there are, in politics, party true-blues and swing voters, so there are those who are sure of their career direction and others who are "swing careerists." These people headed for law school a few years ago; today their younger siblings are setting their caps for investment banking. By the time the cadets graduate, the winds will have shifted and the prestige field is likely to be something completely different — toxic waste management, perhaps.

The best tack for some may be a contrarian one: Pick the field no one is talking about and learn it well. More seriously, beginning sailors find that while they have to take account of the winds around them, nothing substitutes for setting their own destination and striving for it — whichever way the wind is blowing.

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ments and de-emphasize dates, positions and specific responsibilities. They are harder to write—and read—because there is less to latch onto. ("Effective organizer who grasps concepts well" is much less concrete than "copyreader" or "editorial assistant.") The *combination* résumé joins the two styles, stressing skills and competencies as well as providing names and dates. People tend to write functional résumés to mask their work inexperience; people write chronological résumés when they have a lot to communicate. Chronological résumés are the most common. Functional and combination résumés take longer to read but may be read more carefully. In general, you must play up your strengths and minimize your weaknesses.

Make your résumé neat, perfectly typed or offset and—unless you have significant experience or publications to list—not longer than a page. Make sure the layout is readable to the scanner. Leave out personal data, names and addresses of references and lengthy paragraphs. Make your accomplishments obvious and your career objective clear, that is, tailor your résumé to the job for which you are applying. (You may want to prepare more than one résumé.) Above all, make your résumé distinctive without resorting to gimmicks.

Getting your résumé read is your next objective. Ways to search for a job include asking friends, relatives and teachers to help you; answering or taking out newspaper or journal ads; using a state or private employment agency (these usually do not have internationally related jobs), a professional association or a union. The traditional job-hunting approach is to mail hundreds of résumés and hope for a response. Richard Bolles, author of *What Color is Your Parachute?* and a critic of this method, claims it does not work: "A study of a number of different companies has revealed that they send out only one invitation to an interview for every 245 résumés that they receive on an average. But this average represents a range between companies which consent to one interview for every 36 résumés they receive, and companies which send out only one invitation to an interview for every 1,188 résumés they receive." By sending your résumé cold, you are inviting rejection.

Statistics indicate that 70% to 85% of all jobs are never formally advertised. They are publicized instead to a few people by word of mouth. If you are not in touch with one of the people who heard about an opening, you are out of luck. That is another reason why conducting IIs and networking are so important.

Bolles recommends researching the firms you are interested in working for and then contacting people in those organizations who are in a position to hire you. Present them with your thoughts about the company and how you think you can help solve its problems, help it make more money, make it more productive. Bolles believes that if you really research an organization and if you are a bright person, you will be able to convince someone to hire you, even if no openings exist. His methods, it should be noted, work best for mid- and upper-level jobs.

Other specialists suggest a more pragmatic approach. For example, career counselor Kirby W. Stanat, author of *Job Hunting Secrets and Tactics,* believes that job seekers should avoid personnel departments: they can make negative decisions with impunity, that is, reject you, but they can rarely hire you. Try instead to go directly to department heads, who are the people who really make hiring decisions. If this is not possible, try to get an appointment with the personnel officer. If you cannot get an appointment, just go to the firm and wait, all day if necessary, to see the personnel officer. If you use this strategy it is crucial not to surrender your résumé until you can hand it over to the personnel officer yourself. If you give it to a secretary, you may be told you are not qualified and turned away.

Different methods are necessary for different organizations. Some companies do not have a personnel office; others will take offense if you arrive without an appointment. Others simply will not consider you without seeing your résumé first. The key is to try to see the people who can hire you and not to rely entirely on mail or telephones to get a job. The specialists agree that your strongest selling point is yourself—your natural brilliance, personality and intelligence—and not your résumé.

Cover Letters

If you have to mail your résumé, send a cover letter with it. Some specialists believe you should only send a cover letter; most agree the cover letter is at least as important as the résumé. Cover letters should be straightforward, typed neatly, personally addressed and should say something that will make the reader want to meet you. They should also be short. Explain why you will be useful to the firm and what experience you will bring to it. Avoid duplicating wording from your résumé. In closing, suggest an interview and inform the reader that you will be calling him or her on a particular date. Then, don't forget to call.

Interviews

Once you get an interview, your objective is to demonstrate your knowledge of the organization, your understanding of where you fit in and how you can help. Never go into an interview unprepared. To research a company, read current business magazines, visit your library and use the research directories listed in the bibliography.

It is also a good idea to practice answers to some commonly asked questions. For example, if you have quit a job, be prepared to explain why without sounding negative.

H. Anthony Medley, in his excellent book on interviewing, *Sweaty Palms,* suggests some basic interview rules:

- dress neatly and appropriately,
- arrive on time or early,
- call the interviewer by last name unless told otherwise,
- be enthusiastic, alert, honest, confident and polite—and smile,
- keep the interviewer's attention by asking questions about the firm and making eye contact,
- try to find out something about the interviewer during the course of the interview so you can try to make him or her like you,
- make sure you clearly communicate your career goals and why this company needs you.

In general, keep the interview amicable, even if the interviewer tries to create a stressful atmosphere, and make your answers short if the interviewer's attention begins to wander.

Follow-up Letters

After you have interviewed with someone, whether for information or for a job, write a thank-you letter immediately. If you have made some contacts in the field, you might want to keep them posted on how your job hunt is going. When you do find a job, let these same people know. These letters need not be long or detailed. Their purpose is to say thanks and to keep you in the interviewer's or the contact's mind.

International Job Hunting

Most interesting professional international jobs require at least a college degree. When given the choice of hiring people with internationally related experience or without, even for an entry-level job, most employers will choose the person with experience. The best way to get experience is to start with an internship or two during the undergraduate years. Majoring in an internationally oriented field also helps, as does studying abroad or writing for your school paper or an international journal. Unpaid internships are generally not difficult to obtain, and with one or two under your belt you will have an easier time finding a paid internship or a job. In most cases, despite your work experience as an undergraduate, your first job out of college will be on the entry level. You may find the low-level work demeaning, but you will be "paying your dues," just as many professionals have done before you.

In international fields, paying your dues can be a long process. In international business, banking, finance, law and consulting, no employer is going to send you abroad until you are well versed in the domestic side of the business. In some firms it takes a while just to be transferred to the stateside international department. It is expensive for businesses to send Americans abroad, so the few that go usually have been with the company for a number of years. Banking, law and consulting tend to send qualified people abroad sooner than business. Because you might spend several years on your firm's domestic side, it is important that you like your company and its work.

In most companies, overseas jobs are considered plums. When you are posted abroad, be sure to keep open your lines of communication with headquarters. Otherwise you could jeopardize advancement in your career. On the other hand, if you are assigned to a post that is frequently visited by the company manager, you may have more contact than ever with the company and this could push you up the career ladder.

In international communications, overseas jobs are definitely promotions saved for the best and the brightest. You will have worked stateside for a long time or have had a meteoric rise before you are sent abroad. In translating and interpreting, you might find yourself interpreting for someone on a trip abroad. More likely, you will remain in the United States and take trips abroad on your own time and at your own expense. Travel will be encouraged, however, so that you can keep up with developments in your language.

In the nonprofit field, being sent abroad depends on your position. If you are in development assistance, you will only be hired if you have had previous overseas experience and will probably be sent abroad right away. This is also true of jobs related to health care, except that if you are hired as a volunteer you may not need previous overseas experience. In research, education, population work and youth-related organizations, you will probably not go abroad unless you hold a senior position. Even though many nonprofit organizations are almost exclusively international in scope, few have the resources to pay for international travel.

For government jobs, if you are in the Foreign Service, you may be sent abroad as soon as you have received your training. Prior experience abroad may not be required. In many jobs with the United Nations and other international organizations, you may also go abroad right away. For UN jobs, however, you generally need previous experience abroad.

Remember that for many employers, the fact that you know a foreign language and have lived abroad is less important than your professional training and work experience. Many employers would rather teach you a language than teach you a job.

A final word: the careers listed in this book cover a wide range and require different skills. As with any career, it is difficult to switch from one to another, as one career does not necessarily prepare you for another one. But you do not have to make an ironclad career choice: many professionals have successfully changed careers.

L.J.S.

International Business / 2

Introduction by Barry MacTaggart

Since international business is a wide field representing such industries as consumer products, automotives, cosmetics, oil, communication, aerospace, pharmaceuticals and others, career opportunities can be as diverse as the companies doing business. However, there are some similarities in the type of job opportunities and responsibilities just as there are similarities in the nature of international businesses themselves.

U.S. companies are increasingly aware that there now exists a global marketplace and that U.S. industry must strive for its share of the market. Industries and companies that fail to identify the potential of the international market may be limiting their opportunities for growth.

Successful entry into a foreign market is not easy. It takes time, perseverance and long-term dedication. To establish a foreign subsidiary that will become a viable competitor and a good corporate citizen in the host country, the parent company must develop marketing plans, arrange distribution systems, secure local financing, make government and industry contacts, recruit employees, etc.

Once firms have made the commitment to develop an offshore business, the recruitment of U.S. nationals for overseas assignment (expatriates, as they are known in business) begins. For many firms—but by no means all—the recruitment process goes through three phases: the expatriate, the

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Barry MacTaggart is chairman and president of Pfizer International. An Australian Chartered Accountant, Mr. MacTaggart joined Pfizer International as an auditor in 1959. In 1965 he assumed responsibility for administration at the Management Center in Tokyo. In 1969 he was appointed president of Pfizer Asia with headquarters in Hong Kong. He moved to New York headquarters in 1972. Mr. MacTaggart is a member of the board of governors of the Foreign Policy Association.

Business Again Looks to Liberal Arts Majors

By Thomas H. Wyman

Liberal arts graduates are back in demand in corporate suites, and it's a trend that is sure to bring rewards to companies that realize the practical value of a liberal education.

For far too long, students who wanted to prepare for employment after graduation fled into such fields of study as business, management and engineering. But their employers later discovered that many of these specialists were not properly trained to assume general responsibilities when they were promoted.

Now, a study by Northwestern University shows that employers plan to increase their hiring of liberal arts graduates by about 20 percent this year while hiring of new college graduates in other areas of concentration, or without advanced degrees, may rise less than 1 percent.

If the employers surveyed by Northwestern prove typical, these statistics indicate a welcome reversal of the trend toward "creeping vocationalism" at our colleges and universities.

It's a good start, but business can do more. Executives might also initiate employee exchanges between their company and universities.

Business problems today require creative and sometimes unorthodox approaches. This puts a premium on managers with the ability to be flexible, critical and capable of continuous learning: managers with the skills to anticipate change and not be surprised. These are managers possessing the attributes we have come to associate with a liberal education.

It would seem obvious that the liberal arts are particularly appealing as a means of career preparation. In an increasingly competitive, internationally oriented and technologically innovative society, successful executives will be those who can understand — and interpret — complex relationships and who are capable of continually reconsidering assumptions underlying old operating practices.

Corporations have in the past had difficulty assessing the practical value of a liberal education, and to their detriment they have not made the most of the skills and expertise that those in academia have to offer. A program recently started at CBS in which leading scholars act as counselors and advisers to executives has been instructive.

The program was designed to offer both our employees and the faculty new lenses through which to see familiar ideas and address current problems. Each of these professors was assigned to a CBS operating group and worked on a special project relating to his area of interest.

A historian brought his liberal arts viewpoint to a study of docu-dramas under development, and provided us with a long-range historical perspective for this kind of storytelling. A professor of sociology worked with our records group to explore the social and psychological ramifications of the introduction of new technologies in the workplace.

A humanities professor drew on the relationship between arts, literature and social taste to bring to our social research department a fresh perspective by which to consider the thorny question of whether television should try to create or follow social tastes.

In addition to working on special projects, each faculty member offered a series of lectures and seminars that were so oversubscribed that we were obliged to limit employee participants on a lottery basis.

Looking ahead to the committee meetings and the administrative tasks awaiting them on their return to their academic institutions, several faculty members expressed some doubt as to which was the "real world" and which was the "ivory tower."

Perhaps our employees benefited most of all, however. One employee wrote to a visiting faculty member: "I once had a conversation with an artist who tried to explain to me that he didn't paint the trees, he painted the space between them. As a participant in your seminar I want to thank you for trying to help me see the space between the trees."

This sort of program will not solve all of the problems facing American companies today, but tapping the skills of liberal arts graduates and the resources at our top colleges may be one of the most practical and smart business decisions corporations could make. ☐

Thomas H. Wyman, chairman of CBS Inc., is chairman of the board of trustees at Amherst College.

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local national and the integrated phase. In each stage there is a difference in the type and number of overseas job opportunities, and anyone aspiring to an international career should be aware of those differences.

The Expatriate Phase

In the start-up phase, when a company has decided to expand into a foreign market and is beginning to establish an overseas regional headquarters or a subsidiary, it tends to recruit employees from its domestic staff. It knows little about the foreign market and has no local staff. Therefore it relies on a large number of U.S. expatriates, selecting those who have had a successful domestic career with the company, or those who have a good understanding of the local market.

During this phase, there is a lot of movement between domestic and international operations, particularly if a regional headquarters is being established, and many domestic employees at all levels can expect to be tapped for international assignments. Those assignments vary: some will be for very specific jobs of fixed duration, such as an engineer who is sent abroad to build a plant. Others will be more general and for a longer period of time, such as a general manager who is sent abroad for five to fifteen years. There is no better time for overseas career opportunities than when a company is launching a new subsidiary or headquarters.

The expatriate phase tends to carry the seeds of its own destruction. It is costly for headquarters to sustain a large staff of Americans abroad. It is also in the interest of the parent company to build up the overseas subsidiary with local talent so that it will be viewed as a local rather than a foreign enterprise. How long a company remains in the expatriate phase is determined in part by such factors as the political and economic structure of the host country and the cooperation of the host government.

Local National Phase

As the foreign enterprise matures, more and more local nationals are placed in positions of authority, and the number of expatriates is scaled back significantly. There are fewer opportunities for two- to three-year overseas assignments, and the overseas vacancies that do occur are filled from the ranks of a small group of career expatriates, usually general managers who are transferred from country to country every few years.

In this stage, if all goes well, the foreign subsidiary has taken on a local coloration that enhances business prospects, and the parent company has begun to pare expenses by reducing the size of its expatriate staff. It may also have begun to dismantle or severely curtail the regional headquarters. This phase offers very limited opportunities to those who wish to launch an international career. The few overseas assignments that do occur are usually to fill a specialized need and last several years.

Integrated Phase

In the third stage, the parent company or its international division has acquired a truly international outlook, and it draws on a worldwide body of talent to meet its manpower needs. U.S. employees must now compete with employees in all the overseas subsidiaries rather than just the parent company for an international assignment. Increased competition reduces the opportunities; therefore, this is the bleakest phase for those seeking overseas careers.

The lesson for someone wishing to pursue an international career is, first, try to find out which phase a company is in. (Bear in mind, however, that not all international businesses follow the same three-phase pattern or use the same terminology to describe the phases.) If you are just leaving school and the company you are interviewing appears to be moving into an integrated phase, keep looking. Your chances of going overseas will be better with a firm either entering or already in the expatriate stage. Even in this phase, the total number of expatriates is only a fraction of the company's total work force. Moreover, a new graduate's chances of getting picked for overseas work are small. A typical U.S. expatriate is someone with an established, successful track record in his or her field who has been with the company for a number of years. Since expatriates must operate more independently than domestic employees, companies tend to choose people who have proven themselves. In general, the number of expatriates has diminished over the last decade because most of the major U.S. multinational corporations have already progressed from the expatriate stage to the local national phase, and a few to the integrated stage.

The best route to an overseas career is via a very successful domestic career in a company with an expanding international business. This does not mean that knowledge of foreign languages, experience living abroad and an academic background covering aspects of international business are not helpful. They are. But being an outstanding performer in your domestic position, having enough tenure to have established yourself in the company and making sure that management knows of your desire for an international assignment are key ingredients that will lead to an overseas post.

This may not be an optimistic picture for those who want to pursue an international career, but it is a realistic and challenging one. The business world will need your help during the next decades, and I can assure you that the rewards, both tangible and intangible, are gratifying.

American International Group (AIG)

New York, NY

AIG is one of the world's largest international insurance companies. Operating in 13 nations, AIG writes life, property, casualty and financial guarantee insurance. Assets for the company were $15.5 billion in 1985.

The company has six operating divisions: domestic general/brokerage, domestic general/agency, life, specialty companies, reinsurance and foreign. Within the foreign division are subgroups working in most areas of the world. Some of the other divisions also have internationally oriented subgroups. The foreign division contributes about half of AIG's general operating income. AIG's international department is responsible for the company's international employees. Principal duties of the overseas staff are sales and writing policies for clients.

Professional staff

AIG has a U.S. staff of 12,000, with an additional 12,000 staff members overseas. Few of the latter are U.S. citizens.

Qualifications

The company generally requires candidates to have a BA or an MBA. Applicants with knowledge of a foreign language are preferred; there is no preference for a specific language. Willingness to travel is a prerequisite for employment, but neither previous work experience nor overseas experience is required. Most people sent abroad have been with the company at least two years, and most have been in the insurance industry for two to five years.

AIG recruits on college campuses and from graduate programs.

Training program

The company has a training program for which three to five people are accepted each year. The length of the program is variable and provides exposure to the insurance business, both domestically and internationally. A college degree is necessary to apply for the program.

Application procedure

Persons interested in the training program may obtain more information by writing to Human Resources. Those interested in overseas employment should contact International Human Resources:

American International Group
72 Wall Street
New York, NY 10270
(212) 770-7000

Avon Products, Inc.

New York, NY

Avon, the queen of door-to-door cosmetics sales, now generates over 40% of its business abroad. It has overseas staff in 25 countries of Latin America, the Pacific and Europe, selling its cosmetics, fragrances, jewelry and toiletries. Overseas salaried staff supply and support Avon's sales force of over 1 million who work strictly on commission. Domestic staff coordinate U.S. salespeople in addition to running a mail-order women's-clothing business.

Professional staff

Avon employs about 800 professional people in the U.S., 29 of whom work for the international division. An additional 47 Americans work abroad for the company, out of a total of 442 professionals overseas. Some of those who work either in the international division or abroad have been with Avon for a number of years, but occasionally an outsider is hired. Avon likes to hire foreign expatriates living in the U.S. for jobs in their home countries. New hirees normally spend 12-18 months in the U.S. before being sent overseas. During the past 12 months, 106 people were hired, but this was a big year.

Qualifications

Avon is interested in people with an MBA, MS, MIA or MA; business experience, especially in international marketing and strategic planning, and ideally in the cosmetics or toiletries industry; a willingness to travel; and languages. Knowledge of languages, especially Chinese, Spanish, German and French, is important. Avon recruits on college and graduate-school campuses.

Internships

Avon takes graduate students with good academic ability and relevant experience as paid summer interns. Interns serve as planners and analysts.

Application procedure

Contact:

Manager—Staffing Avon Division
Avon Products, Inc.
9 West 57th Street
New York, NY 10019
(212) 546-6015

The Boeing Company

Seattle, WA

Boeing is the largest producer of commercial aircraft in the world. Although its name conjures up images of jumbo jets, the nation's 31st largest corporation also produces helicopters, hydrofoil boats, military hardware and space systems. Boeing is the fourth largest exporter in the U.S., earning over one third of its net income on the international market. The company has three international subsidiaries: Boeing International Corporation, which is responsible for sales and marketing abroad; Boeing Operations International, which oversees foreign contracts; and Boeing Middle East Ltd., which works solely in the Middle East. All aircraft assembly is done in North America. Staff sent abroad work mainly in marketing and sales.

The corporate international department is quite small. It oversees expatriate employees but does not hire them. Hiring is done by the U.S.-based divisions. The latter send individuals abroad who normally have worked already with its foreign clients. Most are senior-level employees, although occasionally Boeing hires someone without in-house experience because they have had considerable experience in a particular overseas area.

Professional staff

About 150-160 American professionals are based abroad. The company usually hires foreign nationals as support staff. About 20% of the overseas staff have been sent abroad within the past year. Staff normally go abroad for two-year rotations.

Qualifications

Generally, Boeing seeks applicants with degrees, preferably advanced, in the legal, technical and financial fields. Foreign languages are preferred but not necessary; Chinese, French, German, Japanese and Spanish are useful. Employees must be willing to travel and live abroad. The company desires previous work experience either in the aerospace industry or in a professional capacity. Overseas experience is helpful but not necessary.

Application procedure

Interested persons seeking more information may write to:

Director of Employment
The Boeing Company
P.O. Box 3707
Seattle, WA 98124
(206) 655-8530

The Coca-Cola Company (Coke)

Atlanta, GA

Coke is the largest beverage manufacturer and distributor in the U.S. The company is also involved in the manufacture of other food products, including citrus fruits, coffee, tea, pasta products and bottled water. Ranked 44th on the *Fortune* 500 list, Coke had 1984 sales of over $7 billion.

Coke's international department functions as an arm of the home office, providing administrative, marketing and promotional services to the local bottlers in 55 nations. The company outsold its leading competitor three to one in overseas sales in 1984.

Professional staff

U.S. staff comprises some 2,000 people, with an additional 2,000-3,000 professionals, including 90 Americans working overseas. Thirty people were recently posted abroad; most of them had worked for the company for at least three years.

Qualifications

The company requires an undergraduate degree in business or a technical discipline and looks for individuals with MBAs or PhDs in marketing and technical areas. Lawyers are also sought. Two to three years of overseas work experience in food, beverage or other consumer-goods manufacturing is required for people desiring overseas jobs. Willingness to travel and live abroad is a prerequisite. Knowledge of languages is preferred, with Spanish, German, French, Arabic and Japanese the most useful. The company recruits from graduate programs, but not from colleges.

Training program

The company offers a 4-6 month training program to those with graduate degrees and previous experience in marketing or sales. The program covers all aspects of the company's beverage business. Of the 40-50 selected for the training program, usually 30 are offered permanent employment.

Internships

Coke offers paid summer internships in their marketing department to college students. Good grades are the primary qualification.

Application procedure

Persons interested in internships and the company's training program should contact the Manager of Recruiting and Employment. Those interested in professional positions should contact the Director, Human Resources Operations:

The Coca-Cola Company
P.O. Drawer 1734
Atlanta, GA 30301
(404) 676-2121

E.I. Du Pont de Nemours

Wilmington, DE

The nation's ninth largest company by sales and sixth largest by export sales, Du Pont is a producer of chemical, specialty and energy products. Du Pont is also credited with having designed in 1892 the "family tree" structure of large corporations. The company is one of the largest in the world, generating over $29 billion in business last year. More than one third came from overseas business. Each department or subsidiary of Du Pont, such as Conoco, is responsible for initiating the production or marketing of its products abroad. Once the business is established, the company turns operations over to local nationals. Du Pont's overseas operations are located in more than 50 countries in Europe, the Middle East, Africa, Latin America and Asia and the Pacific. The international department handles employee relations for overseas operations and supports the matrix management structure. The department has offices in Wilmington and in over 50 countries.

Professional staff

Du Pont maintains a total staff of 146,017 people, about 34,000 of whom are stationed abroad. Most employees overseas are foreign nationals. Those Americans who go abroad to start up overseas operations for the business units have worked for the company for a number of years and have technical backgrounds specific to the job. The international department, including its overseas offices, has a staff of approximately 80. Most international department employees have transferred from other parts of Du Pont.

Qualifications

An undergraduate degree in chemical, electrical, mechanical or life sciences, an MBA or a technical PhD typically are desired. Knowledge of foreign languages, especially Japanese, French and German, is preferred but not necessary. Applicants are not required to have previous experience and need not be willing to travel abroad. Du Pont selectively recruits on some college campuses. A variety of training programs is available, depending on the needs of the employee.

Internships

Paid summer or year-long internships are offered to college students. Interns do a variety of jobs, but mainly research.

Application procedure

For internships or employment, contact:

Professional Staffing Section
Employee Relations Department
1007 Market Street
Wilmington, DE 19898
(302) 774-1000

Emerson Electric Company

St. Louis, MO

Emerson produces a broad range of electrical and electronic systems for the consumer, industrial and defense markets. The company has 45 autonomous divisions, each of which manufactures a product and has its own international department to market and oversee its international business. Emerson also maintains a corporate international department, which serves as a consulting office for the subsidiaries involved in international work. This office has 12 professionals stationed abroad, in Japan, Canada, Hong Kong and Belgium.

Professional Staff

Besides the 12 abroad, the corporate international division has three people at the St. Louis headquarters (out of a total of 70,000 employees companywide). Four people were hired during the past year for positions here and abroad. Each autonomous division does its own hiring for international jobs and, in a typical year, hires roughly four to six upper-level employees.

Qualifications

Emerson's ideal job candidate has a technical undergraduate degree, an MBA and at least three years related work experience. French, Russian, German, Japanese or Chinese are the most useful languages, although not all candidates need language training to be hired.

Application procedure

Contact:

Vice President, International
Emerson Electric Company
8000 West Florissant Avenue
St. Louis, MO 63136
(314) 553-2000

Ford Motor Company

Dearborn, MI

Ford is fourth on the *Fortune* 500 list and the country's second largest exporter. It generates 12% of its sales abroad. The company produces cars, trucks and airplane engines. Ford has subsidiaries located on six continents in countries "too numerous to list." The U.S.-based international department, however, is very small and performs administrative duties only, as do overseas staff.

Professional staff

Fewer than 20 people are involved in administering Ford's overseas operations from the U.S. Ford's employees abroad are mainly local nationals. Americans working abroad are either transferees or hired in the foreign country. Ford does not hire people for the express purpose of sending them overseas. Those Americans who work for the company abroad usually receive three-year assignments.

Qualifications

Ford looks for MBAs in finance, administration or marketing. Knowledge of languages is unnecessary. Some employees will have to live or travel abroad. Previous work experience is not required, although there is no training program. Ford recruits on college and graduate-school campuses.

Application procedure

Contact:

Recruiting and Placement Department
Employee Relations Staff, Room 450
Ford Motor Company
The American Road
Dearborn, MI 48121
(313) 322-7500

General Motors Corporation (GM)

Detroit, MI

The largest corporation and the largest exporter in the U.S. (over $7.2 billion in 1984), GM is a diversified transportation manufacturer, with

Drawing by Dedini; © 1985
The New Yorker Magazine, Inc.

"Maybe an M.B.A. is a smart career move. After all, you've been a good-time Charlie for over eight years now."

approximately 20% of its annual income from sales abroad. Its many divisions build cars, buses, trucks, locomotives, automobile parts, aircraft engines and missile components. The overseas operation identifies, selects and trains candidates for international assignments and administers associated compensation, policy, tax and benefit programs for employees abroad.

Many operation divisions have overseas plants. They normally staff those plants from within the domestic division. Almost all employees sent abroad have extensive experience within the company. GM has operations in 45 countries.

Professional staff

GM has over 41,000 professional staff members in the U.S. During the past year, 1,300-1,500 college graduates were hired. About 300 Americans are overseas, and roughly 20 of them have been sent abroad this year.

Qualifications

GM hires college graduates in engineering or business. Increasingly, it is hiring people with graduate degrees in these fields. It recruits in the U.S. and overseas, for its overseas operations. Employees sent abroad are provided language training. The key factor in choosing who gets sent abroad is specific experience within the company.

Internships

From time to time GM operation divisions have paid summer internships for college students. Those studying engineering, science or business subjects are the most useful to the company. They should have a 3.5 grade point average (GPA) or better. Interns are recruited by each division, so interested students should contact the divisions separately.

Application procedure

For more information contact:

Manager, International Selection and Placement
General Motors Corporation
3-251 GM Building
3044 West Grand Boulevard
Detroit, MI 48202
(313) 556-7656

The Goodyear Tire and Rubber Company

Akron, OH

Goodyear, the largest tire manufacturer in the U.S. and the 35th largest U.S. company on the *Fortune* 500 list, produces—in addition to tires and a host of other rubber products—plastics, foam, film, industrial chemicals and enriched uranium. Over half of its manufacturing is done in 40 foreign countries. Its international division, based at company headquarters in Akron, oversees the manufacture and sales of Goodyear products to its many clients outside the U.S.

Professional staff

Goodyear has a total staff of 138,000. Its professional staff in the international division numbers 100. Approximately 1,500 professionals, both local nationals and American citizens, serve abroad.

Qualifications

Most of Goodyear's management started working for the company as engineers or assembly-line workers. The company looks for employees with a minimum of an undergraduate degree in engineering and management training. It prefers people with an MBA and specialization in international management. Previous experience is not necessary for employment, although familiarity with long-term overseas living is a plus for applicants interested in work abroad. Knowledge of foreign languages is preferred, with Spanish, French, German and Portuguese being the most useful. A willingness to travel and live abroad is essential for prospective employees. Goodyear recruits from colleges and graduate schools.

Training program

Six to ten people are accepted annually into Goodyear's international training program. The program, which runs for one to two years, trains people for three international positions: sales, finance and production/management. Most trainees have an MBA and have undergraduate experience in either sales, economics, accounting or engineering. Previous work experience is useful but not required. After the program, trainees are sent abroad.

Application procedure

Contact:

Salaried Personnel
The Goodyear Tire and Rubber Company
1144 East Market Street
Akron, OH 44316-0001
(216) 796-1005

Grumman International

Bethpage, NY

Grumman International is a subsidiary of the Grumman Corporation, a manufacturer of aerospace equipment (such as the F-14 fighter plane), data systems, boats, truck bodies and fire apparatus. Grumman does approximately 80% of its business with the government; the separate international division markets products abroad. According to the corporation's annual report, Singapore, Egypt, Japan and Israel are its main airplane customers. Overseas staff are based in Singapore, Israel, Japan, Taiwan and France.

Professional staff

Grumman International has a staff of 60 people at its Bethpage, Long Island, headquarters, 3 of whom have been hired within the past year; 20 people, both local nationals and U.S. citizens, are stationed overseas. There are approximately 8,000 professional positions in the Grumman Corporation as a whole.

Qualifications

A BS or an MS in aerospace engineering, course work in international business or an MBA are useful for employment. Knowledge of languages is preferred, with French, Spanish and German being the most useful. A minimum of 10 years experience in foreign military sales or aerospace marketing is required for employment in Grumman International, which does not recruit. Employees must be willing to travel but not necessarily to live abroad.

Application procedure

Write to:

Secretary
Grumman International, Inc.
1111 Stewart Avenue
Bethpage, NY 11714-3590
(516) 575-5800

Honeywell

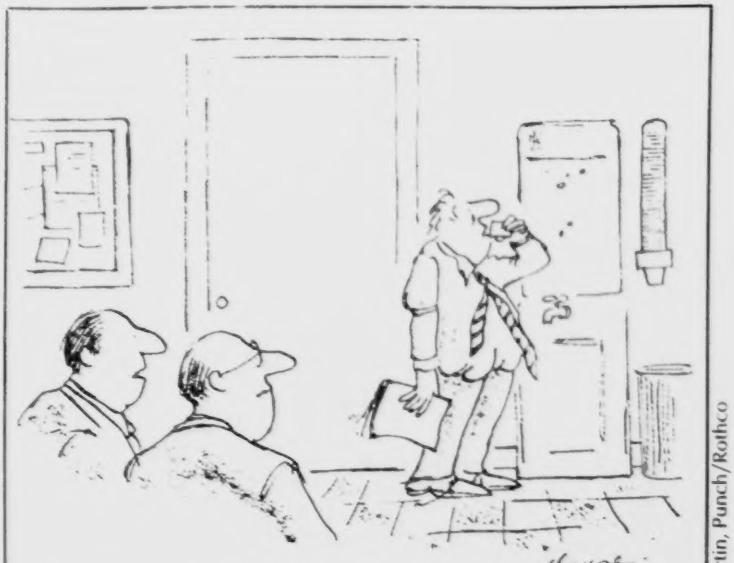
Minneapolis, MN

Honeywell works with its customers to design automation and control products for buildings, offices and factories. It designs and manufactures sophisticated guidance, navigation and control products, used on spacecraft, commercial and military aircraft, naval vessels, missiles and military vehicles. In addition, Honeywell designs, manufactures and markets a complete line of computers and computer-related products and services.

Its international business is headquartered in Minneapolis, with 31 plants and 300 offices in 37 countries. About one third of its revenues comes from overseas sales. Honeywell is rated 56th in the 1985 Fortune 500 list, with annual sales of about $6 billion.

Professional staff

Honeywell employs 94,000 people, of whom 28,000 are in international operations and less than 200 are Americans assigned abroad. Those assigned abroad have an average of 10 years experience with the company and are top-level managers or technical experts. The international department, Honeywell International, is staffed by about 50 senior professionals, 2 of



Martin, Punch/Rothco

"Looking at Holligan it's hard to believe he possesses strong leadership and supervisory skills, is self-motivated, has a proven track record, is enterprising, energetic, creative, degreed, and seeks a challenge."

whom were hired within the last year. Those in international assignments generally begin their careers in domestic businesses.

Qualifications

Undergraduate degrees in engineering or finance are generally sufficient for employment, although the company does hire people with PhDs in the sciences for some positions. Foreign-language and international-affairs training are useful, but people are usually not hired directly for international work. Work experience in industry or a technical field is useful; previous experience abroad is not necessary but would help in career development leading to an international assignment. The company does not recruit, nor does it have a formal management-training program.

Internships

Some summer internships are available to college students. Interns are paid and their duties depend on their field of interest. Most, but not all, of the internships are in technical areas.

Application procedure

For internships and employment, applicants should contact:

Director of Corporate Staffing
Honeywell Plaza
Minneapolis, MN 55408
(612) 870-6923

International Executive Service Corps (IESC)

Stamford, CT

IESC is a global network of people working to upgrade management skills, improve basic technologies and increase the productivity of businesses in the developing world. IESC is a nonprofit organization that recruits retired and highly skilled U.S. executives and technical advisers to share their knowledge with business people in developing countries. The men and women selected by IESC work as unpaid volunteers and serve on short-term assignments. Travel and living expenses are paid. The major emphasis of IESC is on the development of private enterprise in the host nation. In the 20 years that IESC has been in existence, it has completed more than 10,000 projects in 74 nations.

Professional staff

IESC has an administrative professional staff of 15 who run the day-to-day operations of the agency. Most of these people are retirees who have embarked on a second career. All those sent abroad are volunteers.

Qualifications

Individuals must be retired, experts in their business field and willing to share their knowledge on a volunteer basis.

Application procedure

For more information on IESC, please contact:

International Executive Service Corps
P.O. Box 10005
Stamford, CT 06904
(203) 967-6032

Minnesota Mining and Manufacturing (3M)

St. Paul, MN

Number 47 on the *Fortune* 500 list, 3M produces an array of over 80,000 products, including Scotch brand tape, microfilm, reflective materials, photographic paper, plastic lenses for eyeglasses, surgical masks, tape recorders and videocassettes. Sales to foreign countries represent about 50% of 3M's total. 3M has plants in 51 countries, although most of its 40,000 employees abroad are foreign nationals. All of the professional staff working in the international department or abroad are hired from within the corporation. Most have served with the company for 10 or more years.

Professional staff

The company has 450 professionals in international departments spread throughout its domestic operations. There are 105 U.S. citizens in professional positions abroad. Each year 3M hires about 300 college graduates for technical positions.

Qualifications

Minnesota Mining hires people with undergraduate degrees and superior undergraduate records in technical fields such as chemistry or engineering. Previous technical, marketing or sales experience is useful but not necessary. The staffing department is also interested in people with a PhD in technical fields or an MBA in marketing. They recruit on both college and graduate-school campuses.

Training program

The company runs informal and formal short training programs for its new employees. Manufacturing and sales have a 2-4 week training program, the length depending on the employee's previous experience.

Application procedure

Applications may be addressed to:

Minnesota Mining and Manufacturing
3M Center Staffing Department
Building 224-1W-01
St. Paul, MN 55144
(612) 733-0687

Monsanto

St. Louis, MO

Monsanto produces a diversified line of chemical products, including agricultural and other chemicals, plastics, man-made fibers, electronic materials and industrial process controls. Number 53 on the *Fortune* 500 list, Monsanto is the 19th largest U.S. exporter by sales. Its international operations are managed and directed from three area offices, Europe/Africa, Asia/Pacific and Latin America. Operations are conducted in 40 countries throughout Europe, Asia and Latin America.

Professional staff

Monsanto employs about 12,000 professionals in the U.S. and about 3,000 overseas. Of the overseas employees, about 75 are U.S. citizens. In St. Louis, a staff of 14 people are in international business development and administration. In a good year the entire company hires about 300 new professionals. In general, no one is hired directly into the international professional staff or overseas operations.

Qualifications

Typically, a person must have worked for the domestic side of the company before moving to the international division, and then must work a total of 8-10 years before receiving an overseas assignment. In Monsanto as a whole about 75% of those hired have technical degrees; many have PhDs. Approximately 20% have undergraduate degrees in other fields, notably accounting or finance, and a number have MBAs and other advanced degrees. Foreign language skills are not required to work abroad.

Internships

Monsanto sponsors a summer corporate internship program for undergraduate students between their junior and senior years. It places emphasis on employment of minority and female students, to whom it offers approximately 30 out of a potential 35 internships. Interns are integrated into a variety of ongoing projects. Monsanto provides a competitive monthly salary and, in some cases, travel expenses to the work site.

To qualify, a student must have a high GPA and a relevant major, such as engineering, computer science, a life science or accounting. Monsanto recruits on college campuses, and also accepts résumés with cover letters. The deadline for applications is February.

Application procedure

Applicants for internships should write to: Director of Personnel Planning and Professional Employment, F4EE. Applicants for permanent positions should contact the Manager, Personnel, F4ED. The address is:

Monsanto
800 North Lindbergh Boulevard
St. Louis, MO 63167
(314) 694-1000

Pepsi-Cola International

Purchase, NY

Pepsi-Cola International runs the overseas soft-drink operations of PepsiCo, Inc. The company bottles and cans its beverages in over 600 plants in 148 countries. The information below does not apply to Pepsi-Cola Foods International (which sells Frito-Lay snack foods abroad) or Pepsi-Cola Food Services International (which operates overseas Taco Bells and Pizza Huts). Each of these divisions does its own hiring.

Professional staff

Pepsi-Cola International has a U.S.-based staff of 150 professionals and an overseas staff of 1,000, 20% of whom are Americans. In a typical year, 30-40 people join the U.S. staff. About half of these are transfers from other parts of PepsiCo, and the remainder are hired from outside the company. About 100 new professionals, including Americans and foreign nationals, join the overseas staff in a given year. Among those Americans working abroad are both internal PepsiCo transfers and new employees, who are expected to serve 18-30 months in the U.S. before moving overseas.

Qualifications

Most Pepsi-Cola International professionals have 5-10 years experience in marketing or finance, especially in the consumer products business, as well as an MBA. Applicants must be willing to travel and live abroad. Knowledge of Spanish, Arabic, Chinese, French, German, Russian or Japanese, in that order, is preferred. Pepsi-Cola International recruits on college and graduate-school campuses. There is no formal training program.

Internships

Paid summer internships are offered to graduate students in business.

Application procedure

Interested interns or job applicants should contact:

Vice President, Personnel
Pepsi-Cola International
700 Anderson Hill Road
Building 2/3
Purchase, NY 10057
(914) 253-2000

Phillips Petroleum Company

Bartlesville, OK

The company that drilled the first successful oil wells in the North Sea, Phillips, is now the nation's 41st largest exporter, selling liquefied natural gas, petrochemicals and plastics to customers worldwide. Only some 3% of its profits come from export sales. Phillips rated 17th in the 1985 *Fortune* 500 listing; 7 other oil companies were ahead of it. The company is divided into five operating groups and has no international department per se. Exploration and Production explores for and produces oil and gas in 15 countries. Gas and Gas Liquids processes and sells natural gas worldwide. Minerals locates and markets an array of petroleum-related minerals. Petroleum Products buys and markets oil and gas. Chemicals manufactures petroleum-based products and has facilities in 21 countries. Phillips also has subsidiaries in 23 countries of Europe, the Far East and Latin America, although it has been selling off some of its foreign operations lately.

Professional staff

Most American citizens work in Phillips' U.S.-based operations for 3-5 years before receiving international assignments. Out of a total staff of 9,500 professionals, 452 are stationed abroad. American citizens comprise 311 of this group. The company hired 145 people within the past year.

Qualifications

Phillips prefers people with technical degrees in research- and development-oriented sciences. It hires applicants without graduate degrees and, in some cases, without technical degrees. Some, but not all, employees are put through training programs, but Phillips has such a diverse range of programs that it cannot specify which employees will be put through what programs. The company does not require previous work experience, foreign languages or a willingness to travel.

Application procedure

Write to:

Director, Recruitment/Educational Relations
Phillips Petroleum Company
5 D4 Phillips Building
Bartlesville, OK 74004
(918) 661-6600

RCA Corporation

New York, NY

RCA is a company with a long history: it presented the first live radio sports broadcast (1921); it created NBC (1926), which then became the first all-color network; it manufactured the first TV sets, both black and white (1939) and color (1946); it was the first to make a radio that went to the moon (1969); and first to operate a domestic satellite-communications service (1973). RCA now ranks number 3 on the *Fortune* 100 list of diversified service companies, with $8 billion sales in 1985. However, it was recently bought by General Electric, so these figures will be substantially different next year.

In addition to its sales of televisions, videocassette recorders, solid state and communications electronics, tapes and records, RCA sells military, space and communications electronics to the Department of Defense, owns the NBC television and radio networks, builds satellites, maintains laboratory facilities in New Jersey and Switzerland for its research, owns a company that manufactures and sells carpets, designs skylights, sells home furnishings and co-owns home video and cable companies. RCA has plants and facilities in 35 countries and sells its products worldwide.

Two of RCA's divisions with foreign operations are RCA Global Communications and the International Development Division.

Professional staff

RCA has 88,000 employees worldwide; 16,000 are professionals.

International Development Division (IDD)

IDD develops international business strategy for the entire corporation, which is very decentralized. Overseas staff are stationed in Brazil, Canada, Hong Kong, Mexico, Switzerland and the United Kingdom. Its staff of 40 consists of U.S. citizens, 10 of whom serve at the Princeton, NJ, headquarters and the rest of whom serve abroad. Two people have been hired in the past year for this division.

RCA Global Communications

This division manages RCA's international telecommunications network. It has about 600 professionals in the U.S. and 200 overseas, of whom 20 are Americans. They are stationed in England, Japan, Guam, Italy and other parts of Europe. It has hired six people in the past year.

Qualifications

For IDD, an MBA in marketing or an undergraduate engineering degree is the best credential for employment. Chinese, Japanese and Spanish are all useful but not required languages. All staff sent abroad have had some domestic experience at RCA. A willingness to live abroad or travel is required for employment. There is no recruiting.

Global Communications seeks employees with business, finance or law backgrounds for its regulatory affairs division. Engineers and operators are required for running the overseas technical stations. People with marketing or international-affairs backgrounds are helpful in marketing and sales of the communications products. MIA, MBA and JD degrees are all useful, as is a knowledge of French or Spanish. At least one year of previous experience in the telecommunications business is generally required for employment, but there are some entry-level jobs. Some employees must live abroad; most must be willing to travel. There is no formal training program.

Application procedure

For International Development Division write to:

Division Vice President
RCA Corporation
International Development Division
RCA Staff Center
P.O. Box 2023
Princeton, NJ 08540
(609) 734-9427

For Global Communications contact:

Administrative Employment
RCA Global Communications
60 Broad Street
Box 11
New York, NY 10004
(212) 806-7000

The address of the parent company is:

RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

R.J. Reynolds Tobacco International

Winston-Salem, NC

In addition to being the largest tobacco company in the U.S., RJR ranks 23rd on the *Fortune* 500 list, with almost $17 billion in sales in 1985. One of its subsidiaries, Tobacco International, is the RJR subsidiary that manufactures, markets and sells tobacco products internationally. RJR has other subsidiaries (Heublein, Nabisco and Kentucky Fried Chicken) that have their own international operations and are not included here. RJR Nabisco acts as a clearinghouse for college recruiting for all subsidiaries.

Professional staff

Tobacco International employs 160 people in its Winston-Salem headquarters, as well as 30 Americans abroad. The vast majority of employees overseas are local nationals. There is very little turnover—approximately 2% per year—either here or abroad, all of it from within RJR.

Qualifications

Most of those employed in the U.S. or overseas have worked for RJR for at least six years; all international employees are mid to senior level. They have experience in marketing, sales, finance, personnel, manufacturing, research and development.

Application procedure

Applicants should contact:

R.J. Reynolds Industries, Inc.
Corporate Employment
World Headquarters
Reynolds Boulevard
Winston-Salem, NC 27105
(919) 777-5000

Sperry Corporation

New York, NY

Electronic systems and equipment accounted for 94% of Sperry's 1985 profit. Sperry manufactures an array of products: automatic data processing for the U.S. air force (the company claims it has the "largest computer contract in history"); UNIX operating system machines; AN/UYL-43 and -44 computers for the U.S. navy (total production contracts for the computers exceed $750 million); and many other military-related information-processing services and electronic systems.

Sperry ranks 63rd on the *Fortune* 500 list. Its international division sells computers worldwide. Overseas staff are located in Europe, Scandinavia, South Africa, Canada, the Middle East, the Far East and Latin America. Of Sperry's overseas staff, 85% are foreign nationals who provide marketing, financial and management support for subsidiaries.

Professional staff

The international division employs 450 professionals, including a number of systems support experts. The division hired 15 people in the past year: 12 in marketing and 3 in finance. Sperry's overseas operations are staffed by 8,800 professionals in sales, technical operations, customer engineering and administration. Only 79 of those abroad are U.S. citizens, however. Almost all of those employed abroad had worked for the company within the U.S. prior to going overseas. Technical experts have an easier time transferring to international operations than do the professionals; they sometimes move abroad after only two years with the company.

Qualifications

For the international division, finance specialists are sometimes hired straight out of school, but those in marketing usually have 10-20 years experience in the field. New personnel staff generally have had five years of work experience. Experience abroad is useful for international work. Knowledge of languages is helpful but not required; German, Spanish, Japanese, French and Dutch are the most desirable. In most domestic departments, work experience in sales, engineering or marketing is essential. The international division does not recruit on campuses.

Application procedure

Applicants interested in international employment should send letters and résumés to both the international division and the general headquarters.

For the international division:

Director Personnel, International Division
Sperry Information Systems Group
P.O. Box 500
Blue Bell, PA 19424
(215) 542-4452

For the headquarters:

Director of Employment
Mail Station E1-100
P.O. Box 500
Blue Bell, PA 19424
(215) 542-4452

Texaco, Inc.

White Plains, NY

Texaco, with 1984 sales of over $47 billion, is the sixth largest industrial corporation in the U.S. Texaco is an international petroleum company engaged in the exploration, production, manufacturing and marketing of petroleum. It has overseas staff in virtually every nation outside the Communist bloc, as well as in the People's Republic of China.

There are three international divisions with offices in the U.S. and abroad. Texaco Europe, headquartered in Harrison, NY, oversees the exploration, production, transportation, manufacturing, trading and marketing activities of Texaco's European subsidiaries (located throughout Europe, with 8,500 local national employees).

Texaco Latin America/West Africa, with headquarters in Coral Gables, FL, directs expatriate and foreign national employees working in marketing, refining, exploration and production of oil in 64 countries of the Caribbean, Central and South America and West Africa.

Texaco Middle East/Far East, also headquartered in Harrison, NY, is responsible for exploration and production in Australia, China, Indonesia, Kuwait and Saudi Arabia. These three divisions make decisions about who is hired for overseas assignments. Generally, employees with several years experience within the company are selected. There are few entry-level positions in these divisions.

Professional staff

For the three divisions combined, there are some 208 professional employees in the U.S. and 1,363 abroad of which 439 are U.S. citizens. During the past year, three professionals have been hired for overseas positions. In all, Texaco employs about 55,000 people.

Qualifications

Texaco hires individuals with an undergraduate degree or MS degree in the following fields: geology, geophysics and petroleum, chemical or mechanical engineering. Foreign languages are preferred, depending on the country of assignment. A willingness to travel or live abroad is not a requirement for employment. Overseas experience is not necessary, but the company does require 5-10 years work experience within the Texaco organization before assignment overseas.

Application procedure

Applications may be sent to:

Personnel Office
Texaco, Inc.
2000 Westchester Avenue
White Plains, NY 10650
(914) 253-4000

The U.S. Chamber of Commerce

Washington, DC

The Chamber of Commerce is the world's largest national organization of business, trade and professional associations. It represents the interests of the American business community through lobbying, media campaigns and public-policy research. It makes recommendations to Congress based on the views of its membership, which includes some 14,000 manufacturers, retailers, service and construction companies, wholesalers and financial firms.

The Chamber's international division publicizes the organization's views on international issues to Congress, the Executive branch, foreign governments and the media. It maintains membership in the International Chamber of Commerce.

Professional staff

The international division comprises 35 professionals, 5 of whom were hired in the last 12 months. It has no employees posted overseas. Professional staff members conduct research, formulate policy, lobby members of Congress and work with the media in promoting the free enterprise system.

Qualifications

The Chamber's international division seeks candidates with undergraduate and graduate degrees in international relations and international economics. Applicants with an MA in a geographic specialization are also sought. Knowledge of Arabic, French and Spanish is preferred but languages are not necessary for policy-making and research positions. Experience in foreign affairs (public or private sector) is required for employment. The Chamber rarely hires entry-level employees. Openings are sometimes offered to former interns.

Internships

The Chamber offers unpaid semester-long internships to undergraduate and graduate students. Interns work on research projects, monitor bilateral economic issues, prepare directories of organizations, write articles for a monthly newsletter, attend congressional hearings and follow legislation. To be considered for the internship program, the applicant must have good writing and research skills and be studying international relations, economics or a geographic specialization. Internships can result in full-time employment if an opening occurs.

Application procedure

Those interested in internships should contact International Division, Internship Program. For other applications, write to the Personnel Department:

The U.S. Chamber of Commerce
1615 H Street, N.W.
Washington, DC 20062
(202) 659-6000

Weyerhaeuser Company

Tacoma, WA

Weyerhaeuser, the 68th largest company on the *Fortune* 500 list and among the nation's three largest wood producers, owns $7 billion of forests throughout the Pacific Northwest and the South. From these expanses, Weyerhaeuser harvests trees—making them into logs, chips, timber, lumber, plywood, paper, newsprint, containers and particleboard—and then replants. Its international department provides direction for the company's business abroad.

Professional staff

The international group itself employs only 2 professionals, but approximately 100 people throughout the various divisions handle international transactions. Those professionals who work with international operations usually have had extensive experience on the domestic side of the business. Thirty American professionals are stationed overseas in Belgium, Brazil, China, Japan, Malaysia, Singapore and the United Kingdom. Three of these were hired within the last year, and all had prior experience with the company. Weyerhaeuser employs about 8,500 professionals.

Qualifications

Recent MBA graduates in finance and marketing are recruited for possible employment. For those dealing with Weyerhaeuser's international business, knowledge of languages is preferred. Those employees must be willing to travel but not live abroad. Previous experience in the forest-products industry is important for employment.

Internships

Paid summer internships in engineering, production and forestry are available for college juniors. Graduate students are eligible for longer-term, project-oriented internships under the professional intern program. The jobs could lead to full-time employment: the undergraduate internship sometimes leads to a professional internship.

Application procedure

Those interested in internships should contact the College Relations Manager. People interested in permanent employment should write to the International Personnel Manager:

Weyerhaeuser Company
Corporate Headquarters
Tacoma, WA 98477
(206) 924-2345

International Consulting / 3

Introduction by James W. Fay

Over 4,000 international consulting firms are registered with the World Bank. The U.S. Agency for International Development (AID) maintains records on 2,000 U.S. consulting firms. Similarly, regional development finance institutions like the Asian Development Bank in Manila, the Inter-American Development Bank in Washington, DC, and the African Development Bank in Abidjan have files listing hundreds of consulting firms. For individuals seeking employment with either U.S. or non-U.S. consulting firms, the opportunities would seem to be extensive.

There are two things to remember about international consulting firms. First, they are as varied as different types of bread. There are engineering, economic, planning, architectural and a host of other types of firms offering specialized services, for example, energy planning, urban development, agriculture, transport planning, remote sensing, etc. While some of the larger firms in the U.S. may cover the whole range of consulting services, most firms consist of just a few experts in a narrow discipline. In fact, expertise is what consulting is about; anyone with detailed knowledge of a particular field or topic is a potential consultant.

Second, consulting firms for the most part do client research. That is, they provide individuals and services in response to what a client, such as the World Bank or the government of Bangladesh, already has determined to be

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James W. Fay is Vice President of International Operations for Robert R. Nathan Associates, Inc., an economic consulting firm based in Washington, DC. Dr. Fay, who has a PhD in economics, joined Robert R. Nathan Associates in 1972 after spending five years working abroad as an economic consultant, primarily in Southeast Asia. In the last 20 years he has worked or lived in over 25 developing countries in Africa, South America, the Middle East and Asia.

the requirements. As a result, consulting firms by and large are limited in whom they select to work on any given international assignments. A consulting firm may propose a specific individual, but in the final analysis staff selection is approved or vetoed by the client.

Overseas Experience: Catch 22

Individuals seeking entry-level positions with consulting firms are often told that they cannot work overseas until they have worked overseas. This variant of catch-22 has been faced by all of us who now work for international consulting firms, and somehow we managed to overcome it. Some of us went to work initially for the U.S. government or an international organization like UN, while others spent two years in the Peace Corps. Many had to spend time—two to three years—in the home office of a consulting firm working on proposals or doing backstopping work until an appropriate overseas opportunity presented itself.

Most people in consulting have advanced degrees, but employers are reluctant to send them on an overseas assignment until they have learned to apply their theoretical knowledge of, say, economic development to the firm's projects. Most consultants serve an apprenticeship of at least two to three years before they are considered qualified to work overseas in a position of responsibility. [Note: For further discussion of how to get overseas experience, see Chapter 8.]

Qualifications

Many entry-level opportunities in international consulting are biased toward individuals with advanced degrees and foreign-language capabilities. A master's degree is almost always required by most firms now, even for entry-level employees, although experience can be substituted for a degree in some cases. Common fields of academic specialization include engineering, economics, planning, public administration, agriculture, sociology and anthropology. Since most consulting firms do not specialize regionally, language capability in French or Spanish is often felt to be more useful than, say, Thai or Urdu. In general, fluency in at least one foreign language is considered a requirement.

In screening and hiring, especially for entry-level positions, consulting firms, like any business, are looking for intelligent persons who possess good common sense, flexibility in the areas or countries they are willing to work in and an appreciation that they must serve time in the home office before being assigned overseas. Writing skills, quantitative skills and, increasingly, hands-on-computer experience are also basic requirements.

You should not consider international consulting firms if high starting salaries and 9-5 workdays are important factors. Starting salaries are typically low, and the work load, particularly in the field, can at times exceed 12 hours a day, 6 days a week. As you take on more responsibility, you will have to travel as well. Individuals generally choose careers with consulting firms because they believe their efforts can make a difference in the quality of life for people in developing countries, and they are interested in job variety and exposure to different cultures.

Unlike entry-level applicants, experienced professionals usually have an established track record in a fairly well-defined area of expertise. For such persons finding the right project may be more important than finding the right firm. Their salaries will be higher than those of entry-level persons and will normally be in line with what they earned in their previous job.

Entry-level consulting staff start as research assistants, collecting and interpreting data and working on teams with more-senior staff. Training programs for new personnel are rare. The next step up is research associate, who begins to do some traveling. Associates may take long-term overseas positions and, upon return, be promoted to senior staff and may own shares in the company. In general, the more senior the staff, the more client contacts they have and the more they are expected to bring in new business. More-senior staff oversee parts of projects and eventually entire projects.

Finding a Consulting Job

For either entry-level applicants or experienced professionals who are seeking opportunities with international consulting firms, the critical requirement is a good résumé and a list of appropriate firms to contact. If you lack overseas experience, your résumé must highlight academic courses and areas of interest. Your résumé—or cover letter—should indicate that you have the ability to undertake a variety of assignments in order to gain the requisite experience for overseas work. For experienced professionals succinct summaries of past experience and areas of expertise are most important. Although you must be prepared for rejections, individuals interested in an overseas career with a consulting firm should not get discouraged. It is the nature of the business that staffing needs arise frequently and unpredictably as new projects emerge. The fact that there is no opening today does not mean that there may not be one tomorrow.

Professional women have overcome most of the barriers that previously existed to their employment overseas. Still, there are some countries, principally Arab countries, where opportunities for women are limited. Offsetting this limitation is an increased emphasis by development finance institutions on the need to address the role of women in developing countries, and hence more projects are being undertaken in areas that should favor the involvement of female professionals.

The demand for international consultants continues to grow in the Third World. However, opportunities in Asia and Latin America for outside consultants can be expected to decline as indigenous personnel become qualified and take over the work done previously by international consulting firms.

The life blood of any consulting firm is good people, both at entry-levels and at professional levels. Probably no other industry is so dependent for its reputation on the individual performance of its employees as is the consulting business.

Thus, in spite of the many obstacles that entry-level applicants face, the message should be: "If you are well educated, competent and dedicated to pursuing a career in consulting, persevere." Eventually you will be given the opportunity to join a consulting firm. After the initial barrier is overcome, however, you will need to demonstrate very quickly that you have the "right stuff."

Academy for Educational Development (AED)

Washington, DC

Founded to help American universities develop long-term educational, administrative and financial plans, AED, a private, nonprofit organization, is now active in some 80 countries. It provides consulting expertise in communications, economic policy planning, education, agriculture, health, family services and public administration. Its domestic clients now include many federal, state and local agencies, foundations and nonprofit organizations in addition to education institutions. Clients include the U.S. Agency for International Development, the U.S. Department of Treasury, the government of Kuwait, the Asian Development Bank, the World Bank and the World Health Organization. Countries in which projects are currently underway are Botswana, Ecuador, Egypt, Honduras, Indonesia, Lesotho, Nepal, Pakistan, Saudi Arabia, Sri Lanka and Zimbabwe. AED maintains field offices in Africa, Latin America, East Asia, South Asia, the Middle East and the Near East and domestic offices in New York City, Washington, DC, and Austin, TX.

Professional staff

AED employs 134 people, 26 of whom are stationed overseas. In the past year, 43 people were hired to work in the home office; 15 were hired for long-term overseas assignments and 50 for short-term assignments. AED maintains a roster of 3,500 consultants, who are contracted on long-, intermediate- and short-term bases.

Qualifications

AED prefers applicants with graduate backgrounds in health, business, law, public affairs, economics, sciences, education or development. Knowledge of Spanish, French or Arabic is preferred. Previous experience living, working or studying in a Third World country or in international development and administration are typical qualifications of AED employees. Although living overseas is not essential, a willingness to travel is required.

Application procedure

Applications should be sent to the Washington office:

Program Assistant
Academy for Educational Development
1255 23rd Street, N.W.
Washington, DC 20037
(202) 862-1972

Agricultural Cooperative Development International

Washington, DC

ACDI, a nonprofit consortium of U.S. agricultural cooperatives, farm credit banks, farmers' associations and independent farm experts, provides advisers to farm cooperatives in developing countries. ACDI accepts proposals from cooperatives, agricultural banks, government agencies and donor organizations in the Third World. It helps them prepare project proposals and secure financing, often from the U.S. Agency for International Development. It has helped farming communities in Africa, Asia, Central America, South America and the South Pacific increase productivity, and it conducts regional workshops and participates in international seminars on Third World agricultural development.

Professional staff

ACDI employs 23 people in the U.S. and 30 abroad. In the past year, 11 were hired for overseas positions. Advisers to farmer cooperatives and farm credit institutions are stationed in Bolivia, Costa Rica, Egypt, Guatemala, Honduras, Jamaica, the Philippines, Tanzania, Tonga and Uganda.

Qualifications

An MA, MBA, MIA or PhD degree in agricultural economics, business or financial management are most relevant for employment. Four or more years of hands-on experience managing farmer cooperatives, training in finance and accounting, or consulting on agriculturally related work in developing countries is required. Knowledge of French, Spanish, Arabic or local African languages is preferred. Employees must be willing to travel and live abroad.

Application procedure

Applications should be addressed to:

Executive Assistant
Agricultural Cooperative Development International
1012 14th Street, N.W.
Suite 600
Washington, DC 20005
(202) 638-4661

Arthur D. Little International, Inc. (ADL)

Cambridge, MA

ADL International is a major subsidiary of Arthur D. Little, Inc., a large, diversified consulting firm. ADL International does some of its parent company's international business. Both provide worldwide management, scientific and engineering consulting services to clients in a variety of fields. Staff are stationed in Belgium, Brazil, Britain, Egypt, France, Italy, Japan, Mexico, Saudi Arabia, Singapore, Spain, Thailand and West Germany.

Professional staff

Approximately 1,500 people work in Los Angeles, Washington, DC, and Cambridge, MA, headquarters. Another 150 people work abroad. During the past year, 159 people were hired by ADL, 37 by ADL International.

Qualifications

Because ADL offers expertise in many fields and hires people with broad backgrounds, JD, MA, MBA, MD, MS or PhD degrees and specialized knowledge, especially in scientific and engineering fields, are helpful credentials. Knowledge of foreign languages, particularly Arabic, Spanish, Japanese, French or German, is very useful, although not required for employment. Because there are clients in over 60 countries, other languages also prove helpful. A minimum of 2-3 years work experience in one's specialization is required for employment. Previous overseas experience is a plus. Employees must travel and should be flexible about undertaking long-term assignments abroad.

Internships

Some paid summer internships are available to graduate students. These usually do not entail significant responsibility, but interns do help on projects by doing library or laboratory research.

Application procedure

ADL International recruits on graduate-school campuses. Send inquiries to:

Vice President, Personnel
ADL International
Acorn Park
Cambridge, MA 02140
(617) 864-5770

Burson-Marsteller International

New York, NY

Burson-Marsteller is a varied public-relations/public-affairs firm providing over 400 clients with a range of consulting services. Its government specialists analyze the impact of policies on their clients in countries throughout the world. Other employees include financial analysts, as well as writers and researchers. As the world's largest consumer marketing public-relations firm, Burson-Marsteller plans promotion strategies, engages in "business-to-business" marketing support and counsels clients in both print and broadcast media exposure. In addition to maintaining 15 offices in major U.S. cities, Burson-Marsteller has 28 offices in Canada, Latin America, Europe, the Middle East, Asia and Australia. The international department in the U.S. serves only admininstrative and coordinating functions.

Professional staff

The total global staff numbers over 1,000. (The firm plans to expand in the next 15 years.) New York headquarters maintains a professional staff of 250. The overseas professional staff is approximately 400 people. Most overseas staffing is done locally. Approximately 50 people were hired in the past year.

Qualifications

A college degree—sometimes a graduate degree—in journalism, public relations or advertising is desired. Strong candidates have a background in communications and are recruited from a wide range of disciplines—law, medicine, retail, banking, government finance, business, marketing, engineering, science, nutrition, human resources, psychology, media and the arts. For international work, the company employs specialists in public affairs and government relations. Experts in U.S. government, the European Community, the Association of Southeast Asian Nations and other areas are on staff. The most useful languages are French, Portuguese, German and Chinese.

Internships

Paid internships, usually lasting one or two months in the summer, are sometimes available. Interns usually work on account projects, news writing and media contact.

Application procedure

Persons interested in professional or internship positions should send résumés to the Personnel Director. Inquiries pertaining to international work should be directed to the Executive Vice President at:

> Burson-Marsteller International
> 866 Third Avenue
> New York, NY 10022
> (212) 614-4000

Checchi and Company

Washington, DC

Checchi is an economic consulting firm specializing in international development. Its projects focus on agricultural production, business management, education and training programs, the growth of small industry, capital generation and the expansion of tourism. Clients have included international organizations, federal agencies, state and local governments, foreign governments and nonprofit organizations. The overseas staff currently works in 20 countries and has worked in 110 over the past 35 years.

Professional staff

Checchi headquarters in Washington, DC, maintains a staff of 20 professionals. Overseas staff comprises approximately 30 people. During the past year, the firm hired 2 people for the home office, 8 for long-term overseas projects and 20 free-lance overseas consultants. Both U.S. citizens and foreign nationals are represented on the staff, and free-lance consultants are often used.

Qualifications

Although academic requirements vary according to specific projects, a background in economics, business or international relations is most frequently desired. Previous international development work, especially in the Third World, is preferred. The domestic staff includes experts in rural development; agricultural economics; developmental banking, administration, education and training; economic and financial analysis; information systems; and tourism. Knowledge of languages is required for most project work. Languages vary according to project; usually local dialects—especially Asian ones—are desired. Most personnel are required travel abroad.

Application procedure

Persons interested in professional positions should contact:

Personnel Director
Checchi and Company
1730 Rhode Island Avenue, N.W.
Washington, DC 20036
(202) 452-9700

Data Resources, Inc. (DRI)

Lexington, MA

DRI, which merged with two other economic information companies to form McGraw-Hill Financial and Economic Information Company, an operating company of McGraw-Hill, is a leading purveyor of economic forecasts, software and consulting services. It maintains expanding financial and economic data bases, and provides computer-based statistical and forecast services in the fields of economics, finance and business. It has also published major studies on the international economic environment. The international department provides consulting services to multinational corporations in the U.S. and abroad. Overseas personnel are stationed in Belgium, Britain, Canada, France, Italy and West Germany.

Professional staff

DRI employs approximately 800 professionals, 100 of whom are stationed abroad. During the past year, 190 people were hired. The international department hired about 10 people.

Qualifications

DRI seeks employees with masters or doctoral degrees in international economics, econometrics, and area economics of Asia, Europe or Latin America. Fluency in French, German, Spanish, Japanese or Chinese is preferred although not essential. At least one year experience in information consulting is preferred. Employees must travel and live abroad while working for DRI.

Internships

Both college juniors and seniors and graduate students are eligible to apply for internships. Although positions are not paid, students usually receive academic credit. Interns help economists update, maintain, develop and run computer-based econometric models and forecasts. DRI seeks interns who are studying economics and who want to prepare for a career in the international sector. Semester and summer internships are available.

Application procedure

Individuals interested in either internships or professional positions should contact:

Employment Manager
Data Resources, Inc.
24 Hartwell Avenue
Lexington, MA 02173
(617) 863-5100

Experience, Incorporated

Minneapolis, MN

Experience, Inc. has provided analysis and counseling in all aspects of agribusiness—including natural resources, production and marketing—to over 50 developed and less-developed countries since 1967. Personnel in Bolivia, Ghana, Peru, the Philippines and Uganda manage projects, adapt technology and train indigenous people to improve agricultural techniques and production. In its overseas projects, the company works mainly with foreign governments. Its international department is responsible for proposal, design, preparation and business development of overseas projects.

Professional staff

The U.S. office maintains a staff of 15. Approximately 25 people are stationed overseas. During the past year, five people were hired for the international department.

Qualifications

Experience, Inc. provides an advanced level of technical and business expertise, and its staff is therefore highly educated and experienced. An MA or PhD in agricultural economics, marketing, agronomy or agriculture education are preferred credentials. At least 10 years experience in agricultural development, production, processing or marketing, farm management or food technology and processing is necessary. Experience in Third World rural development is also preferred but not required. Spanish is the most widely used language in the organization's projects; French, Chinese and Arabic are also useful. Most employees have language capabilities. Employees must be willing to travel and live abroad.

Application procedure

Individuals interested in professional positions should contact:

Office Manager
Experience, Incorporated
2000 Dain Tower
Minneapolis, MN 55402
(612) 371-7990

Institute for Defense Analyses (IDA)

Alexandria, VA

IDA is one of six Federal contract research centers. Its principal agenda is to provide the Department of Defense (DOD) with technical advice, research and analysis on issues related to national security. Since it does not work for a particular service, its policies tend to cut across service lines to examine DOD-wide programs.

IDA is organized into the following divisions: communications research; science and technology; computer and software engineering; systems evaluation; strategy, forces and resources; and operational evaluation. IDA staff is augmented by expert consultants from universities, industry and other research organizations.

Professional staff

IDA employs approximately 220 research professionals. In addition, five people are stationed at a NATO war-gaming center in West Germany. During the past year, 30 people were hired.

Qualifications

About 90% of the staff have advanced degrees in the physical sciences, engineering and the analytical sciences, including operations research, mathematics, economics and statistics. The remainder have advanced degrees in international affairs, psychology and history. Previous work experience is not required.

Application procedure

Qualified individuals should direct inquiries to:

Personnel Manager
Institute for Defense Analyses
1801 N. Beauregard Street
Alexandria, VA 22311
(703) 845-2075

Medical Service Consultants, Inc. (MSCI)

Arlington, VA

MSCI serves the health and biomedical fields both in the U.S. and abroad by conducting research, providing advisory services and marketing medical equipment. Since its establishment 10 years ago, MSCI has managed health-care projects in 30 developing countries. Activities have focused on primary health care, health management and training, national health planning, equipment distribution and repair, information systems and essential drug distribution programs. International clients include the United Nations Development Programme, the U.S. Agency for International Development and health ministries of several developing countries. Depending on specific projects, overseas staff serve managerial, administrative, clinical or technical functions. At present, overseas staff are stationed in Africa and the Middle East.

PERSONNEL MANAGER
B TOBEY

Drawing by B. Tobey; © 1983
The New Yorker Magazine, Inc.

"My imagination soars. I need a job that can encompass it."

Professional staff

MSCI headquarters in Virginia has a staff of 35, which includes health professionals, administrators, writers, editors, graphic artists and research associates. Overseas staff consists of 12 professionals. During the past year, three people were hired for overseas positions and three for domestic. MSCI maintains a computerized listing of over 3,000 medical personnel with specializations ranging from agriculture to veterinary medicine. It draws from these specialists to staff overseas projects.

Qualifications

Most staff members have an advanced degree in business, medicine, science, education, nursing, public health, nutrition, health planning or biomedical research. Previous work experience in health-related fields is usually required. Experience in a developing country is useful but not required. Additionally, knowledge of Arabic, French, Spanish or Portuguese is an asset.

Internships

Summer internship positions are available on an irregular basis. Only graduate students may apply. Positions are paid.

Application procedure

Applicants with inquiries relating to either professional or intern positions should address correspondence to:

Director, Human Resources
Medical Service Consultants, Inc.
1716 Wilson Boulevard
Arlington, VA 22209
(703) 525-8310

Robert R. Nathan Associates, Inc. (RRNA)

Washington, DC

RRNA conducts economic development studies for and provides advisory assistance to countries throughout Africa, Asia and Latin America. Such international projects make up about half of all RRNA's work, and they focus on national and regional planning, agricultural-sector studies, energy, transportation, private-sector development, trade, development banking and urban planning. RRNA concentrates on the economic issues and contracts with other international firms to provide engineering and other technical assistance. Recent clients include the African and Asian Development Banks, Agency for International Development, Inter-American Development Bank, United Nations Development Programme and the World Bank. There are currently international projects in some 24 developing countries.

Professional staff

The Washington, DC, office has a staff of 50 professional economists; an additional 50 people work on overseas advisory teams. Approximately 10 people were hired in the past year.

Qualifications

RRNA mainly employs professionals with an MA, MBA or PhD in economics or finance. A strong candidate should have approximately five years previous business or overseas development experience. Fluency in a language, particularly French, Spanish, Chinese, Arabic, Indonesian, Thai or Urdu is required. Consultants must be willing to travel and live abroad.

Application procedure

Interested individuals should contact:

Vice President, International Operations
Robert R. Nathan Associates, Inc.
Suite 900
1301 Pennsylvania Avenue, N.W.
Washington, DC 20004
(202) 393-2700

Towers, Perrin, Forster & Crosby (TPF&C)

New York, NY

TPF&C is an international consulting firm, which, in conjunction with its general-management consulting division, Cresap, McCormick and Paget, offers diversified services to more than 6,000 clients worldwide. TPF&C specializes in total compensation, pay and benefits, actuarial, communications and other consulting services. Through Cresap, it offers services in strategy, operations and organization, planning and development. Clients include large and small businesses in every major industry at the regional, national and multinational level, nonprofit organizations, universities and government agencies. Consultants, technical personnel and researchers work in 40 offices throughout the U.S., Canada, Europe, Latin America, Australia and the Far East.

Professional staff

The combined domestic and overseas staff totals 2,500 people. During the past year, 150 people were hired, 5 for the international department. Both U.S. citizens and foreign nationals are hired. Overseas offices are staffed primarily by nationals.

Qualifications

TPF&C seeks candidates with undergraduate degrees in many different disciplines. MBA holders, however, have an advantage, as do persons with graduate degrees in law, engineering, mathematics, economics or computer science. Potential employees are expected to have professional experience in the fields of consulting, organizational planning or financial management. In addition to experienced generalists, TPF&C employs specialists in communications, energy, financial services, information processing, transportation, government, education and insurance. Preferred languages include Chinese, French, German, Italian, Japanese, Portuguese and Spanish. Cultural and business experience overseas is a plus.

Internships

A limited number of paid summer internships are available for college and graduate students. Interns gather information, perform analyses and write reports.

Application procedure

TPF&C recruits personnel from college campuses as well as from grad-

WALL ST.
WALL ST
WALL ST.
ROTHCO

© Al Ross—Rothco Cartoons

uate programs. Persons interested in internships or professional positions should contact:

Senior Staffing Coordinator
Towers, Perrin, Forster & Crosby
245 Park Avenue
17th Floor
New York, NY 10167
(212) 309-3824

International Finance and Banking

4

Introduction by Richard A. Debs and Tarek Abdel-Meguid

Banking and finance offer a variety of opportunities for both entry-level and experienced professionals interested in internationally oriented careers. The range of possibilities has never been greater and, if anything, promises to grow. This is true for a number of reasons, the most important of which is the continuing trend toward the globalization of financial markets and the geographic diversification of industrial and corporate activities. The volatility of financial markets, the continuing deregulation in the financial services industry worldwide, and advances in communications technology all point to the rapid development of interdependent, integrated global markets where national boundaries will be less and less significant.

Those institutions that have been active in bringing about the globalization of the financial services industry are the most obvious prospective employers of individuals with international-affairs backgrounds. The institutions include the large money-center commercial banks and a number of investment banking firms, most of which are headquartered in New York City. However, as discussed below, there is a great deal more to both entering and being successful in international banking or finance than simply an understanding of "things international."

Richard A. Debs is a managing director of Morgan Stanley & Co. Inc. and president of Morgan Stanley International, Inc. He previously served as first vice president and chief administrative officer of the Federal Reserve Bank of New York. He is chairman of the New York Stock Exchange Advisory Committee on International Capital Markets. Mr. Debs graduated summa cum laude *from Colgate University in 1952, and holds an MA and a PhD from Princeton University. He is also a graduate of the Harvard Law School, as well as of the Advanced Management Program at the Harvard Business School. He was a Fulbright Scholar in Egypt. Mr. Debs is a member of the board of governors of the Foreign Policy Association.*

Tarek Abdel-Meguid is a senior associate at Morgan Stanley & Co. Inc. He received a BSc from McGill University, Montreal, and an MBA from Columbia University.

Most commercial banks hire at the undergraduate level at liberal arts colleges, and some show a preference for majors such as economics or political science. They also recruit graduates with an MBA, a law degree or even an MIA in one of many subjects. Banks recruit at the most prestigious schools, and seek qualities such as common sense and good judgment as well as quantitative and analytic skills.

Most commerical banks and some investment banks have formal training programs. These vary from bank to bank and last from two months to two years. The programs, which are usually very structured in the commercial banks, combine classroom experience (including courses in accounting, corporate finance, credit analysis and international finance) with on-the-job training, in which the trainee is often expected to participate in daily activities from the outset. Training programs are sometimes highly competitive, and as much as 10% of the trainees may not complete the course. In other programs, the entire class is assured permanent employment. Trainees may be placed in one department or rotated among departments.

Virtually all organizations with international capabilities have anywhere from one to dozens of foreign offices. The principal foreign office is usually London, but many firms have other European, Canadian, Far Eastern, Middle Eastern and Australian operations of varying magnitude. Job openings overseas depend on the particular bank and the volume of business it does in a particular region.

The criteria for transferring U.S. personnel to overseas offices vary with the needs of each bank. Consideration is given to the performance of the individual. It must be remembered that headquarters handles many vital functions of a company's overseas work; thus those who hope to work overseas should expect to spend some time at the company's nerve-center.

Securing a position in investment banking tends to be more competitive than in commercial banking. Most firms focus their recruitment at business schools, seeking MBAs with some business experience. In some firms, undergraduates may be recruited for a one- or two-year program, after which they are expected to go to business school for an MBA. They may or may not return to the same firm after completion of their degrees, and there is no commitment on either side to do so.

Most firms in the field are organized along two broad functional lines: investment banking, which includes corporate finance and merger and acquisition activities; and capital markets, which includes securities sales and trading activities. Successful candidates generally have distinguished themselves either academically or in other ways. An MBA degree from a school like Harvard or Wharton is a plus, although it does not guarantee you a job. A less-traditional background is sometimes an advantage. Among the people Morgan Stanley has recently hired for the investment banking program are a former movie producer and an oil-rig operator. The point, of course, is never to write yourself off as a possible investment banker because you have not followed a traditional path.

Relocation abroad and promotion operate in much the same way as in the commercial banks: they vary with each firm's needs as well as with the ability of the individual. (It should also be noted that many commercial banks have significant investment banking activities, particularly overseas.)

A career in investment banking has recently offered the promise of higher compensation over the years, but it is coupled with longer hours, unpredictable demands on time and generally greater stress. However, more and more commercial banks are developing investment banking groups that offer similar monetary rewards with similar demands.

Regardless of whether one's interest lies in commercial or investment banking, both require individuals who possess strong interpersonal skills, a high energy level and a reasonable degree of quantitative fluency.

American Express Bank, Ltd. (AEB)

New York, NY

AEB, a subsidiary within the American Express Corporation, focuses exclusively on international financial services. AEB's profits have contributed to make American Express the second largest financial company in the U.S. Through a network of account officers stationed in 82 offices in 39 countries of Western Europe, the Middle East, Africa, Latin America and Asia, AEB manages a range of services, which include trade finance; private, correspondent and military banking; foreign exchange; asset management; long- and short-term investment; and project finance. Private individuals, banks, corporations, governments and the U.S. Department of Defense make up AEB's clientele. AEB's major private banks are located in Switzerland, the United Kingdom, Singapore and Hong Kong.

Professional staff

AEB has a domestic professional staff of about 400, including officers and others in management positions. About 200 of the 1,655 overseas staff are Americans.

Qualifications

Typical AEB employees have an undergraduate degree in finance and economics as well as an MBA or MIA with emphasis in finance, economics or accounting. Knowledge of Spanish, Chinese, French or German is valuable for employment; and previous banking or financial experience is usually required. Previous cultural experience, such as overseas travel or living, enhances one's chances of employment.

Training program

AEB offers a year-long training program for those with an undergraduate or graduate degree as well as previous work experience. People from inside and outside the corporation are recruited annually for the program. Trainees learn about AEB's work in financial analysis, credit and communications.

Application procedure

AEB recruits both on college campuses and in graduate schools. It is suggested that applications be sent by January, when processing begins, to:

American Express Bank, Ltd.
Human Resources Department
Attn: Director Training
American Express Tower
New York, NY 10285-2050
(212) 298-4062

BankAmerica

San Francisco, CA

Originally known as the Bank of Italy, BankAmerica has expanded from "the little fellow's bank" to the second largest bank in the U.S. In addition to providing a comprehensive range of financial services through domestic offices, BankAmerica is a pioneer in electronic banking through its World Banking Division (WBD). It now offers various systems to countries throughout Europe, Asia and in Latin America. WBD also recently established a Shanghai office, the only resident office of a U.S. bank in that city, and plans further additions to its 38 offices worldwide.

Professional staff

BankAmerica has a total of 83,500 employees. During the past 12 months, 200 people were hired for WBD. Professional employment figures for WBD and for the corporation as a whole are unavailable.

Qualifications

Most opportunities with BankAmerica are open to applicants with a BA or MA in finance, accounting, administration and law. Previous work experience is not essential. However, knowledge of German, Spanish, Japanese, Chinese or Russian may enhance one's application.

Training program

Approximately 30 trainees, who participate in an annual program lasting 9-12 months, are trained in all aspects of international credit and operations.

Internships

Both undergraduate and graduate students are eligible for paid summer internships. Interns work on special projects. Applicants are interviewed by a team of BankAmerica college recruiters.

Application procedure

BankAmerica recruits on college campuses and in graduate schools. Persons interested in BankAmerica's international work should address applications to:

World Banking Division
BankAmerica
555 California Street
San Francisco, CA 94104
(415) 622-8356

Inquiries pertaining to internships should be directed to:

College Relations Department
BankAmerica
180 Montgomery Street
San Francisco, CA 94104
(415) 953-6273

The Bank of Tokyo Trust Co. (BOTT)

New York, NY

BOTT is rated the 60th largest commercial bank in the U.S. It is a wholly owned subsidiary of the Bank of Tokyo, Ltd., one of the world's largest banks, which is headquartered in Japan. The parent organization serves as Japan's leading foreign exchange and international financial services bank. The bank operates 33 branches in Japan and 250 overseas offices, subsidiaries and associated institutions throughout Africa, Asia, Latin America, the Middle East, North America, Oceania and Western Europe.

BOTT provides a wide scope of international financial services—including domestic and international lending facilities, export and import services, financial advice, cash management, corporate trust services, merger and acquisition support and money-market trading. The Japanese Corporate Department primarily serves major Japanese high technology, electronics, communications, steel, trading and oil corporations in their U.S. business activities. Other specialized departments assist large American companies and multinational corporations in facilitating transactions with Japanese companies. Several departments provide conventional banking activities to major U.S. corporations throughout the U.S. Two international departments within the bank are responsible for generating business among public entities and for operations.

Professional staff

The U.S. staff includes 250 people. During the past year, 15 were hired, none for the international departments. At present, all locally hired staff work at the subsidiary in New York City. This policy may change.

Qualifications

Academic prerequisites vary with the position. Previous work experience is not essential for employment. Although knowledge of foreign languages is usually not required, some positions may require applicants with language fluency. Domestic travel is occasionally required.

Training program

Although there is no formal training program, the BOTT does offer apprenticeships to college graduates. On-the-job training gives participants the opportunity to tailor their intellectual skills and curiosity to their positions. In seeking candidates for apprenticeships, the bank stresses two characteristics—intellectual development and an international sensitivity. In concrete terms, this translates into academic studies in international affairs, international economics, history or languages. Exposure to a foreign culture from living or studying overseas for a year or more is valued at BOTT. The number of positions varies; 10 apprentices were accepted in the past year.

Application procedure

Interested persons should write to:

Recruitment Manager
Human Resources Department
The Bank of Tokyo Trust Company
100 Broadway
New York, NY 10005
(212) 766-7942

Chemical Bank

New York, NY

Chemical, the sixth largest bank in the U.S., provides a range of financial services to individuals, corporations, financial institutions and governments. Two groups operate internationally. The World Banking Group (WBG) has offices in 33 countries throughout the world and headquarters in New York City. Its purpose is to loan money to foreign governments and corporations. The other group, Capital Markets, trades foreign currency and has offices in Tokyo and London with headquarters in New York.

Professional staff

There are 4,500 professionals in the U.S. and 562 overseas. Most work for one of the two international groups. Of the overseas personnel, 85 are Americans, and 60-65 of these work for WBG. In the past year, 15 trainees were hired for the international departments. The bank has recently been trying to hire more foreign nationals for its overseas positions.

Qualifications

Interested applicants should have an MBA, MIA, MA or MS in economics or international affairs. A few people with BA degrees are accepted for the WBG training program, but because of their inexperience they generally must wait more than two years before they can be sent abroad. Knowledge of languages, particularly Japanese or Spanish, is normally required for international positions, as is willingness to travel or live abroad. Previous experience is not required, nor is overseas experience, although it can be useful. The bank recruits on college and graduate-school campuses.

Training program

Chemical runs training programs for both the WBG and the Capital Markets Group. For WBG, the program runs seven months for people without MBAs and four months for MBA holders. The program has two parts: academic study and case studies. Trainees take courses in finance, money markets, accounting, law and banking, credit analysis, term lending and corporate finance. About 50 are accepted into the WBG program yearly, 5 of whom may go on to international assignment after about 2 years in New York. Capital Markets has a separate training program for about 35 people. The program has 2 separate tracks in sales and trading and investment banking, and lasts 2-3 months. These trainees rarely go abroad until they have significant domestic experience.

Internships

Students between the first and second years of an MBA program or between the junior and senior years in college are hired as paid summer interns. They work on special projects throughout the bank. In addition, the bank has a small paid intern program for minorities between their junior and senior years in college. A few positions in international departments may be available, but interns are not sent abroad. Former interns are often recruited for permanent employment or training.

Application procedure

For internships, contact the Manager of Summer Intern Programs. For training positions, contact the Manager of College Recruitment:

Chemical Bank
277 Park Avenue
New York, NY 10172
(212) 310-7301

Irving Trust Co.

New York, NY

Irving Trust is the principal affiliate of Irving Bank Corporation. It provides a wide spectrum of financial, banking and fiduciary services to businesses, overseas banks and foreign governments, agencies and institutions. Internationally, Irving Trust customers are served through a network of branches, representative offices, subsidiaries and affiliates located in 19 major cities throughout the world. The International Banking Group maintains more than 2,200 accounts with its clientele.

Professional banking officers, trade finance specialists, financial advisers and economists form the core personnel of international corporate banking operations. They provide such services as assisting with mergers and acquisitions, syndicated credit facilities, foreign currency management, government trade finance programs, money-market-trading expertise and microcomputer treasury management as well as commercial lending.

The bank's recent expansions in international markets include the opening of offices in Thailand, Turkey and Japan; the establishment of the Irving Trust International, Ltd. in the London Eurodollar floating-rate-securities business, and the extension of merchant-banking in the Far East.

Professional staff

The U.S. staff employs 1,500 people; overseas offices employ 100 people. During the past year, 300 people were hired, 100 for international activities.

Qualifications

The bank seeks people of high academic achievement who are analytically oriented and persuasive. Requirements include a BA in liberal arts with at least one course in accounting or corporate finance, and, sometimes, an MA or MBA in business. Previous work experience is not essential. Candidates must be willing to travel abroad, and fluency in a foreign language may be necessary.

Training program

Approximately 95 trainees are hired annually to participate in an 8- to 11-month Professional Banking Officer Development Group training program. Although length depends on previous education and work experience, all participants complete courses in accounting and corporate finance, examine the role of credit and financial analysis at Irving Trust, write risk evaluations and learn about the bank's operating procedures.

Application procedure

Send applications to the address below with a cover letter that describes specific interests, such as working in an international department.

Manager, Professional Recruitment
Irving Trust Company
One Wall Street
New York, NY 10015
(212) 635-7716

Manufacturers Hanover Trust Co. (MHT)

New York, NY

MHT, the fourth largest U.S. commercial bank, is part of Manufacturers Hanover Corporation, a nationwide financial services corporation with more than 100 facilities in 41 countries. The Banking and International Sector accounts for about 40% of the corporation's total assets. It has 80 offices in 41 countries throughout the world, with an especially large presence in Asia and Western Europe. It is responsible for all business with governments and corporations outside North America as well as all financial institutions, which include 2,700 domestic banks and 3,000 foreign ones. American professionals are part of MHT's overseas staff.

Professional staff

The total professional staff in the U.S. is 7,700. In the first 8 months of 1985, 370 professionals were hired.

Qualifications

Many employees have a graduate degree in business administration or international affairs with expertise in finance and accounting. However, MHT also recruits college seniors specializing in various topics. Fluency in a foreign language is required for certain positions. Although previous work experience is not a prerequisite, a minimum of two years experience using a foreign language and living abroad enhance an applicant's chances, as does previous overseas or financial work experience.

Training program

MHT recruits a varying number of people annually for its training program. A total of 25 people, 10 with an undergraduate degree and 15 with an MBA, were hired last year. The program lasts nine months for those with BAs and three months for those with MBAs. Concentration is on credit training through coursework in accounting, business, law, finance, noncredit services and marketing skills.

Internships

Paid summer internships are open to undergraduate or first-year MBA students, preferably those who are concentrating in accounting or finance.

Application procedure

Résumés from applicants interested in either internships or professional positions should be sent to Manager of College Relations or Manager of MBA Recruiting at:

Manufacturers Hanover Trust Co.
Grand Central Station
P.O. Box 3732
New York, NY 10022
(212) 644-7793 (MBA Recruiting)
(212) 644-7770 (College Relations)

Morgan Guaranty Trust Co. of New York

New York, NY

As the principal subsidiary of J.P. Morgan & Co., the nation's fifth largest commercial banking company, Morgan Guaranty accounts for 95% of the company's business. It provides a broad range of financial products and services to domestic and international corporate clients, governments and financial institutions. Internationally, Morgan Guaranty coordinates advisory services and financial activities for clients through local branches and affiliates in 36 countries. It also has a large trust department in which portfolio managers and research analysts manage the money of large institutions.

Professional staff

Morgan Guaranty employs 13,000 people worldwide. Overseas positions are normally filled by foreign nationals. During the past year, over 150 people were hired for domestic positions.

Qualifications

Some background in economics, finance or accounting may be of value in applying for a position with Morgan Guaranty, but applicants with a range of academic backgrounds are normally hired. No previous work experience is required. Knowledge of languages of the areas where the company has offices is helpful. Morgan recruits in colleges and graduate schools.

Training program

Every year, Morgan hires 100 people to participate in the Commercial Banking Management Program, a training program lasting 6-9 months. Qualifications for applicants vary greatly, although many trainees have previous business or financial experience. The training program takes place four times a year. Those without an MBA spend five months in classroom training followed by a three-month assignment to the financial advisory department.

Internships

Paid summer internships are offered to graduate students. Interns assist in all aspects of bank operations.

Application procedure

Those interested in internships or professional positions may contact:

Corporate Recruiting Unit
Morgan Guaranty Trust Company of New York
23 Wall Street
New York, NY 10015
(212) 483-3825

Morgan Stanley & Co., Inc.

New York, NY

Morgan Stanley is a worldwide investment banking firm that offers a full range of financial services by raising, trading and managing capital. Most international business is done through the investment-banking division, which is the firm's main division. Its purpose is to maintain and develop banking relationships. The firm has offices in Tokyo, London, Sydney/ Melbourne and Toronto. Staff, including recent hirees, may be sent abroad after 6-12 months with the bank. There are two entry-level opportunities for people with MBAs—the Sales and Trading division and the Corporate Finance division. Both provide on-the-job training.

Professional staff

There are 700 professionals on staff in the U.S. and 300 overseas, of whom about 60 are U.S. citizens. During the past year, 24 people were hired.

Qualifications

An MBA is required for permanent employment. Knowledge of languages is unnecessary, but Japanese is useful. Willingness to live abroad is not required, although employees must travel. Previous experience is not necessary.

Training program

A 2-year training program, called the Analyst Program, annually accepts 45 people who are interested in pursuing an MBA. After they receive the MBA, many former analysts are offered a position with the bank. Applicants should have leadership potential, be "high achievers" and have strong academic records. An undergraduate major in business or economics is not necessary, although some economics background is helpful. No analysts have MBAs; all have BAs.

Application procedure

For the Analyst Program and Corporate Finance, contact the Recruiting Coordinator, Investment Banking Division. For the Sales and Trading section, write to Vice President, Sales and Trading:

Morgan Stanley & Co., Inc.
1251 Avenue of the Americas
New York, NY 10020
(212) 974-4364

U.S. Trust Co. of New York

New York, NY

U.S. Trust is a commercial bank and trust company. The Bank primarily provides services in investment management, estate and trust administration, financial counseling, trusts and securities, and personal and corporate banking. The international department focuses operations on international investment administration. Since U.S. Trust does not compete in international banking, the international staff serves in the limited capacity of meeting domestic customers' overseas investment demands. Although there are no overseas offices, U.S. Trust does have subsidiary companies in the British West Indies, the Bahamas and Switzerland, all of which do their own hiring. It also engages in joint ventures with companies in London and Saudi Arabia.

Professional staff

Of the 800 employees, 150 were hired during the past year. Eight to ten people work in the international department. Although three people were hired during the past year for this department, turnover is minimal. The subsidiary companies hire only foreign nationals.

© Punch. Haldane. Rothco Cartoons.

"And now, for a detailed report of today's events at Thermopylae, I hand you over to Polycrates, our special war correspondent."

Qualifications

Employees in U.S. Trust typically have an undergraduate degree in business or finance and an MBA. Previous work experience in international investment or law is highly recommended. Employees must be willing to travel overseas.

Training program

A total of 10 people are accepted annually to the bank's training program, which concentrates on either lending, operations or economics. Applicants with bachelor's or advanced degrees are eligible for this year-long program. The program focuses on domestic banking and investment rather than international finance.

Application procedure

Those interested in professional positions should contact the Employment Manager. Those interested in the training program should write to the Employment Officer. The address is:

U.S. Trust Company of New York
45 Wall Street
New York, NY 10005
(212) 806-4500

International Journalism / 5

Introduction by Clifton Daniel

In the days when I was interviewing candidates for the staff of *The New York Times* I sometimes played a little trick on the applicants. If somebody wanted to become a foreign correspondent, I always asked, "Do you speak any foreign language?" The answer was usually yes, and the language mentioned most often was French. When asked, the applicants usually said they had "a working knowledge" of the language.

That was what I was waiting for, and I casually asked, "Can you pick up the phone right now, ring the French Information Service and make an inquiry—all in French?" The answer was always no. "But," I would say, "that is what you would have to do in France."

The newspaper already knew about the language deficiencies of college graduates and was doing something about it. It was paying for language instruction for foreign correspondents. I myself took advantage of this program to study German and Russian. I brushed up on French at my own expense.

I found that even a smattering of a foreign language was useful. People were flattered to be addressed in their own tongue. It was helpful just to be able to read the headlines in *Pravda,* to ask for directions or order lunch. Most important of all was to have some consciousness of what was going on around you, which is well nigh impossible if you do not understand a single word that is being said.

In Moscow I could actually translate an editorial from *Izvestia,* but it

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Clifton Daniel worked for The New York Times *from 1944 to 1977. He covered Supreme Allied Headquarters in London and Paris during World War II, was chief Middle East correspondent and served as bureau chief in Bonn, Moscow and Washington, DC. Mr. Daniel was managing editor and associate editor of* The Times *before retiring.*

would take me all day; my translator could do it in an hour. However, her English text was often rough. I knew enough Russian to smooth it out before it went to New York.

Ideally, the news media would like all their correspondents to speak the languages of the countries to which they are assigned. But reporters cannot be expected to know languages that are spoken in only one country, such as Polish, Finnish, or Afrikaans—although some have had the luck or persistence to acquire them.

However, every correspondent abroad should be competent in at least one widely spoken language—French, Russian, Chinese, Arabic, Spanish and now even Hebrew.

Most major news organizations now expect, or devoutly hope, their correspondents will speak the languages of the capitals in which they are stationed, especially Moscow, Beijing, Tokyo, Cairo, Jerusalem and those of Western Europe and the Spanish-speaking countries.

Language, however, is not the only requirement, and usually not the most important one. When I was interviewing potential foreign correspondents, I looked especially for some evidence of a deep and genuine interest in foreign affairs, inspired by the applicant's background, experiences or studies.

I myself was not a good example. When I entered college, I had already decided that I wanted to be a writer—initially, a newspaperman. Both my teachers and I thought that an aspiring writer should first learn to write. I majored in English and was enrolled in an advanced class in English composition, various "creative writing" courses and several classes in English literature.

Although I could already write a passable news story, it didn't occur to anybody that what I really needed for the job I would eventually do was a lot of history, government and economics. As it turned out, I found myself reporting on the Great Depression, the New Deal, World War II, the Middle East, postwar Britain, and Russia after Stalin, for none of which I was prepared academically.

Journalists are now better educated. The best of them are instructed not so much in writing as in the subjects they are to write about. *The New York Times* now rates the qualifications of potential foreign correspondents in the following order: (1) journalistic experience; (2) language ability; and (3) familiarity with international affairs.

The New York Times, like some other major employers, has a college recruitment program, but it does not recruit from journalism schools; it believes a student's time is better spent on substantive matters rather than on the relatively mechanistic techniques of news writing and editing. Scholastic grades do not play a major role. The recruiters look for bright, inquiring minds. Good writing is routinely expected.

From the colleges the paper recruits about 30 entry-level news employees a year, including some potential foreign correspondents. After a year or so, only 1 out of every 12 or 15 is employed permanently. Aside from recruiting by the paper itself, Craig Whitney, assistant managing editor, says he receives about 10 job applications a day, in addition to those that may go directly to the editors of various news divisions, such as foreign, national, metropolitan, business and finance, culture and so on. Whitney figures he interviews one in a hundred applicants and hires two out of every ten interviewed.

Those statistics suggest that the vast majority of aspirants should look elsewhere, and they do. "We are no longer the only game in town," Whitney says. Many journalists find they can quite adequately satisfy their ambitions on less renowned newspapers and in smaller cities.

Some local television news programs are beginning to outsmart the networks. With satellite transmission, they are sometimes able to deliver major world news first. They get a livelier and more immediate audience reaction than the network programs. They make money, and they pay well. Experience on such a station is almost obligatory if you want to make the big time.

It took me seven years to get a job on *The Times* after I applied. Next time, I waited for them to come to me. By that time I had eleven years of experience in two small towns and five cities, including New York, Washington and London.

While *The Times* itself shows no interest in journalism schools, smaller newspapers owned by The New York Times Company, some of them with circulations over 100,000, rely almost entirely on journalism schools to supply them with staffs. This is true of many other papers and chains that do not have the time, money, manpower or patience to train people on the job.

Most of these papers, however, do not have foreign correspondents; the Associated Press and United Press International do. My first foreign assignment was with the AP during World War II, and it was a fine place to work and learn.

In those days, Vincent Sheehan, John Gunther, Ed Murrow, Dorothy Thompson, Ernest Hemingway, H. R. Knickerbocker and their ilk had made the foreign correspondent a glamorous figure, a celebrity.

In the 1970s, with Watergate and the upsurge of domestic investigative reporting, interest in foreign assignments declined. Everybody wanted to be Woodward or Bernstein, as played by Robert Redford and Dustin Hoffman. Now, in the 1980s, interest in foreign news seems to be reviving. As memories of Vietnam fade, Beirut, Nicaragua, El Salvador, Grenada, Libya, the Philippines and Haiti and even President Reagan's reassertion of U.S. power and patriotism have rearoused interest in foreign reporting.

There is, however, a new problem—the working spouse. Very few husband-and-wife teams are to be found in foreign bureaus. One spouse usually has to make a choice or an adjustment between marriage and career.

Everything so far said here applies more or less equally to newspapers, news agencies, news magazines, radio and television—all the news media.

Newspaper reporters and TV broadcasters work very much alike. Indeed, the TV correspondent probably learned his or her trade at a newspaper or news agency; Walter Cronkite worked for UP, John Chancellor for *The Chicago Sun-Times*.

The big difference between the print and the TV reporters is that one carries a pencil and the other is accompanied by a fellow with a bulky camera ("Getting lighter all the time," Chancellor observes). And the broadcaster writes less.

An overseas bureau usually consists of one correspondent, with supporting personnel, mostly hired locally. Major bureaus such as London, Moscow and Saigon during the Vietnam war may have additional correspondents.

A single bureau may be responsible for several countries, and a single correspondent for all kinds of news. When I was alone in Moscow, I considered myself the correspondent of the whole paper, a very big one. I wrote not only about diplomacy and politics but about everything else, from fashions to sports. That is the reason for having a broad journalistic background; a foreign correspondent may have to write about anything.

When I was abroad my office often consisted of nothing but the desk in my hotel room. Nowadays a properly equipped permanent bureau has shelves of reference books; a bank of clattering teletype machines bringing in news from one or more news agencies; an electric typewriter or a computer terminal enabling a correspondent to feed a dispatch directly into the home-office network, where it is edited and set into type electronically; a telex machine affording direct and immediate contact with the editors at headquarters; a television set for monitoring local news; a short-wave radio to bring in the BBC, which correspondents consider the best radio news service in the world; and the old-fashioned but still indispensable telephone. Television correspondents additionally have a back-breaking amount of photographic, light and sound equipment.

Even with all this magical machinery, being a foreign correspondent is not an easy job for anybody who does it well; that is the fun of it. I was one for 15 years, and only came home when ordered back because of illness brought on, I believe, by overwork in Moscow.

Yet, I still say that covering the Soviet Union was the most challenging and satisfying job I ever had. When I overcame the obstacles to news-gathering in Moscow—mostly secrecy and censorship in my day—and got a front-page story, I knew I had achieved something. Once I had three stories on Page 1 in a single day. That may have been the peak in a long career.

Incidentally, I didn't get rich. Salaries in journalism are still modest. There is not as much difference as people imagine between print media and broadcasting pay. Even in television, only those in the biggest jobs in the biggest markets make really big money—those multimillion-dollar salaries you hear about.

P.S. Don't forget that many universities, journalism schools and foundations offer scholarships for foreign travel and study. If you happen to be going abroad on your own, try writing some articles for your hometown paper or getting a summer job in a news bureau. At least, practice your languages.

The Associated Press (AP)

New York, NY

AP gathers and disseminates state, national and international news and photographs to over 15,000 newspapers and radio and TV stations in 116 countries. AP, the oldest and largest news-gathering agency in the world, is a not-for-profit cooperative, owned and operated by its American newspaper and broadcast members. Members contribute local and regional stories that may be of interest to a larger audience; they may use any story on AP wires. AP pays salaries competitive with those of other correspondents.

Professional staff

AP employs approximately 1,600 journalists (reporters, photographers and editors) in the 137 U.S. bureaus. It has about 500 people in 83 bureaus overseas. Most of those overseas are journalists but some are technical and clerical workers as AP develops, constructs and maintains its own communications equipment worldwide. Only about 100 overseas personnel are U.S. citizens; the rest are local nationals. About 130 people were hired for the domestic staff in the past year. The number of people hired for overseas assignments is not available.

Qualifications

A college degree and a minimum of two years experience in daily news—working on either a newspaper or broadcast outlet—is required. In order to be posted abroad, an AP journalist must first work in a domestic bureau and on the general or foreign desk at AP's world headquarters in New York. Knowledge of a foreign language is required for overseas assignment but experience abroad is not. Regional expertise is also useful.

Internships

AP offers a 13-week summer internship program for minority students. Twelve paid internships are offered both to college and to graduate students wishing to pursue a career in journalism.

Application procedure

Application for employment and internships may be made to any of AP's bureaus or may be sent to:

Director of Human Resources
The Associated Press
50 Rockefeller Plaza
New York, NY 10020
(212) 621-1777

Cable News Network (CNN)

Atlanta, GA

CNN is a 24-hour news channel covering world and local events. It is produced out of its Atlanta headquarters and receives dispatches from its reporters throughout the U.S. and the world.

Professional staff

CNN's foreign news desk employs a professional staff of 6 in the U.S. and 20 reporters overseas, who are stationed in Beirut, Cairo, Frankfurt, Jerusalem, London, Moscow, Nairobi, Rome and Tokyo. They travel within their surrounding areas to cover events. There are 9 U.S.-based domestic news bureaus, which employ about 60 reporters. In the past year, the CNN foreign operation hired 3 people for U.S. and 10 for overseas positions. Both foreign nationals and U.S. citizens are hired for overseas assignments.

Qualifications

For correspondents, CNN seeks applicants with a college degree and at least 10 years of television work as a reporter. Knowledge of a foreign language is required for overseas work; Spanish, French, Arabic and Russian are the most useful. Overseas experience is not usually required.

Training program

CNN's Atlanta bureau offers entry-level training programs in video journalism. College graduates are eligible. The program lasts 6-12 months; after completing it, trainees work as production assistants and editors or in technical jobs. After a few years of service in the U.S., some might be transferred abroad.

Internships

CNN offers unpaid, overseas summer internships to aspiring journalists. Interns should be graduate students (often in journalism school or international affairs) with journalism experience. Each foreign bureau takes at least one intern each summer.

There is also an internship program in the U.S. Applicants should have a desire to become a television journalist and, for overseas work, knowledge of a language. In Atlanta, about 175 interns are hired annually. In Washington, DC, there are about 100; in Los Angeles, 60; and in New York, 35. Interns do not normally serve on the foreign desk.

Application procedure

Applications for professional positions overseas and on the foreign desk should be addressed to the Vice President, Foreign News; for intern positions, to the Personnel Department:

Cable News Network
1050 Techwood Drive, N.W.
Atlanta, GA 30318
(404) 827-1500

Gamma-Liaison

New York, NY

Gamma-Liaison is a worldwide photo news agency. It acts as the agent for photojournalists, who cover news events in the U.S. and abroad and send their negatives to the agency. The agency normally sells one-time usage of the photographs to magazines, newspapers and other media. Though some of its photographers work on a free-lance basis, the majority work exclusively for Gamma-Liaison.

Professional staff

The U.S. staff comprises 30 people, 10 of whom are part of the international department. Seventy-five professional photographers, based in major cities overseas, cover events. In the past year, 10 professionals were hired. U.S. citizens and foreign nationals are employed overseas.

Qualifications

Gamma-Liaison seeks photographers who have five years experience as photojournalists and have had their work published. Knowledge of foreign languages and experience abroad are required for overseas work.

Application procedure

Applications should be addressed to:

Gamma-Liaison
150 East 58th Street
New York, NY 10155
(212) 888-7280

The Los Angeles Times

Los Angeles, CA

The Los Angeles Times provides regional, national and international news for the greater Los Angeles community. It maintains 23 international bureaus in major cities throughout the world.

Professional staff

The U.S.-based staff includes 380 writers and reporters, 40 of whom were hired in the past year. There are 25 foreign correspondents, of whom 3 are new. One already worked for *The Times;* two were hired from outside.

Qualifications

Most journalists hired as reporters or editors on the regular news staff have previous journalism experience or have a BA degree. Although many of the reporters and editors are journalism-school graduates, a degree in journalism is not necessary for employment. Foreign languages are preferred for overseas assignments; Spanish, Russian and Asian languages are listed as the most important.

Training program

A one-year training program, the Minority Editorial Training Program (METPRO), is available for minority college graduates interested in journalism. Applicants should have at least a BA degree and be able to demonstrate writing and other skills necessary for a career in journalism. Prior journalistic training, however, is not required. Trainees receive a weekly stipend, housing and medical benefits. The program does not necessarily lead to jobs with *The Times,* although *The Times* assists trainees in finding suitable jobs elsewhere. Deadline for application is in June.

Internships

Academic-year internships and summer internships are available to students who have completed their junior or senior year of college or are recent graduates. Previous newspaper experience, especially for summer interns, is highly desirable. Academic interns may receive credit for their work and must work a minimum of 16 hours a week. They are paid an hourly wage. Summer interns work full-time and are paid a weekly salary. Deadlines for applications, which should include a cover letter, résumé, four references and at least eight samples of published work, are November 1 for the spring term, August 1 for the fall term and February 1 for the summer. Interns mainly work on the suburban, sports or photography sections of the paper. Those interested in other sections (or other cities)—with the exception of international, which takes no interns—should write to the editor of the appropriate department.

Application procedure

For METPRO, write to Metpro Director. For summer or academic-year internships, write to Intern Coordinator, Metpro. For professional positions write to the Employee Relations Department. The address is:

The Los Angeles Times
Times Mirror Square
Los Angeles, CA 90053
(213) 972-5000

National Public Radio (NPR)

Washington, DC

NPR is a noncommercial, satellite radio system. A nonprofit, private corporation, NPR provides programming, distribution and representational support services to 304 radio stations. It produces "All Things Considered," "Morning Edition" and a variety of performance programs, including classical, operatic, symphonic, jazz and dramatic presentations.

Professional staff

There are 350 professionals based in the U.S. and 1 overseas correspondent in London. U.S.-based correspondents travel overseas to cover world news and features. During the past year, 96 professionals were hired.

Qualifications

NPR seeks college graduates and, preferably, applicants possessing advanced degrees. One to three years of previous radio experience is necessary for employment. Knowledge of languages is not necessary.

Internships

Paid semester and summer internships are available for college juniors or seniors and graduate-school students. Interns work on programming, editing, research and writing projects.

Application procedure

Applications for both professional and internship positions should be addressed to:

Personnel Assistant
National Public Radio
2025 M Street, N.W.
Washington, DC 20036
(202) 822-2000

The New York Times

New York, NY

The New York Times, published every day, covers national, international, cultural, business and regional affairs. The foreign news desk, in New York, supervises and monitors the foreign correspondents and edits stories from abroad.

Professional staff

The Times maintains a professional news staff of 745. The full-time overseas staff consists of 36 correspondents. They are based in Argentina, Brazil, Britain, Canada, China, Egypt, El Salvador, France, Germany, Greece, India, Israel, Italy, Japan, Kenya, Mexico, Nicaragua, Philippines, Poland, South Africa, Spain, Thailand and the U.S.S.R., and at the United Nations. Some correspondents are bureau chiefs, others are stationed in the bureaus; all travel widely to cover news developments in their regions.

Qualifications

A college education is considered desirable but not formally required. Expertise in specific areas, such as the Far East, or in technical or business fields is useful. *The Times* does not hire recent graduates from journalism school unless they have had previous experience, nor does it require applicants to have a journalism degree. Five years experience on a major U.S. daily newspaper is normally required for employment as a reporter. Knowledge of a foreign language is preferred for journalists aspiring to serve as foreign correspondents.

Training program

Each year 30 college graduates are accepted as news clerks, who have an opportunity to write news stories and try for a job as a reporter-trainee after a year to year and a half. About 1 in 10 succeeds.

Application procedure

Applications for both professionals and trainees should be addressed to:

Assistant Managing Editor
News Department
The New York Times
229 West 43rd Street
New York, NY 10036
(212) 556-1234

Newsday

Long Island, NY

Newsday is a regional, national and international newspaper serving the Long Island and metropolitan New York region.

Professional staff

Newsday employs 400 professionals in the U.S. and stations 4 correspondents, in Mexico City, Cairo, London and Beijing. The paper hired 25 professionals for jobs in the U.S. in the past year.

Qualifications

Newsday seeks applicants with at least three to five years experience on a daily newspaper. Some of that experience should be on a daily that has a circulation greater than 200,000. Many writers and reporters have journalism degrees, although *Newsday* is more concerned with experience than with formal degrees. Those currently based overseas have had from 1 to 12 years previous overseas experience, worked for *Newsday* as domestic reporters for 3 to 8 years and are fluent in at least 1 foreign language.

Internships

Newsday maintains one of the most extensive summer internship programs in the country, hiring 32 interns each summer. College students who apply for the paid internships must pass a test given by the newspaper and must have some college or professional journalism background. Interns work on reporting, copy editing, research or photography projects.

Application procedure

Applications for professional positions should be addressed to the Vice President, Development. The phone number is 454-2020. Applicants for internships should write to the Editorial Personnel Manager; the number is 454-2877. The address is:

Newsday
Long Island, NY 11747
(516) 454-2000

The Wall Street Journal

New York, NY

The Journal has the largest circulation of any newspaper in the country. It provides business and financial coverage of domestic and international events. Before being stationed abroad, reporters normally serve two three- to five-year stints in different domestic bureaus.

Professional staff

The professional staff numbers approximately 500, 15 of whom are employed in the international department. *The Journal's* 21 overseas bureaus employ 60 correspondents. Nine of the bureaus are in Europe, nine in Asia and one each in Canada, Egypt and Mexico. During the past year, 20 professionals were hired for the domestic departments, and 5 were hired as foreign correspondents.

Qualifications

The Journal requires a college degree and prefers applicants to have an advanced degree in law, business, journalism or liberal arts. But such degrees are not always necessary or sufficient qualification for employment; applicants normally have previous experience as well. Knowledge of foreign languages is preferred, with French and German being the most important, followed by Japanese, Spanish and Chinese.

Training program

There is an informal training program. College students are hired at the entry level to fill a particular bureau's needs and are then trained by that particular bureau.

Internships

Paid summer internships are offered to graduate students of journalism. Responsibilities include copy editing and proofreading.

Application procedure

Internship applications should be sent to the Director of Career Planning. Applications for professional positions should be sent to the International Personnel Manager at:

The Wall Street Journal
22 Cortlandt Street
New York, NY 10007
(212) 285-5000

The Washington Post

Washington, DC

The Post provides regional, national and international news to the District of Columbia, Virginia and Maryland. Its overseas staff members are stationed in 17 countries.

Professional staff

The Post employs 450 reporters and writers. The international department has 18 correspondents overseas and 15-20 editors at Washington, DC, headquarters. During the past year, 27 professionals were hired for varying jobs, including two for overseas positions.

Qualifications

A college degree, newspaper experience and general interest and expertise in a region or area are preferred qualifications. The typical path for a foreign correspondent is a couple of years reporting for another paper and 5-10 years work on the metropolitan or national staff of *The Post*. Languages are required for overseas assignment. Experienced reporters with the appropriate language for an available opening have the advantage.

Internships

Paid summer internships are available for college or graduate students. Newspaper experience is required. Responsibilities include reporting, editing and photography.

Application procedure

Applications for both professional and internship positions should be addressed to:

Assistant Managing Editor
The Washington Post
1150 15th Street, N.W.
Washington, DC 20071
(202) 334-6000

International Law / 6

Introduction by David J. Scheffer

One of the most challenging careers in world affairs is that of the international lawyer. The diversity and complexity of issues that confront international lawyers on a daily basis should whet the appetite of any student interested in international affairs. The practice of international law can be painstakingly difficult yet richly rewarding, intellectually as well as financially. But not every student of international affairs is suited for it. It is the purpose of this essay to help students determine whether, and how, they should pursue a career in international law.

That pursuit is an unpredictable exercise at best. The student is best advised to concentrate on the fundamentals during college and law school and to explore options in international law when seeking employment. The key is to maintain flexibility, avoid irreversible commitments and keep an open mind.

"International law" is a term used by different people to mean very different things. As used in this essay it embraces four distinct areas:

- public international law (the rules governing relations between nations);
- transnational law (the laws of nations governing international transactions such as international trade and investment);
- foreign and comparative law (the laws of a particular country, for example, France or China, and the comparative study of how a particular area of law is dealt with in different countries);

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- conflict of laws (the rules of a particular country, for example the U.S., determining which country's law should apply to a transaction when key elements cover more than one jurisdiction).

State Department lawyers deal regularly with public international law, such as the interpretation of bilateral and multilateral treaties (including the UN Charter), Law of the Sea, and state responsibility for injuries to nations and the taking of foreign property. The sources of public international law are international agreements and customary international law, that is, those rules that have evolved from the practice of nations. Lawyers in private practice may occasionally represent private parties or governments before *ad hoc* international arbitral tribunals, the Iran-U.S. Claims Tribunal or the International Court of Justice. Since public international law is part of U.S. law, they sometimes deal with public international questions in cases before U.S. courts.

International lawyers in private practice are normally concerned not with public international law but with transnational law, foreign law and conflict of laws. Typically they represent foreigners investing in the U.S. (where American law will be applied) or Americans investing in a foreign country (where that country's laws will apply). American lawyers who describe themselves as "international lawyers" actually practice a great deal of American law and typically work closely with local counsel overseas to facilitate their clients' foreign business. Usually the international lawyer is concerned with the laws of the particular jurisdiction where his or her client is active and the conflicts that may exist between different systems of law.

Keep in mind that:

- International lawyers do not emerge from a single mold. There is no upbringing, course curriculum, particular college or law school or intellectual type that defines the makings of an international lawyer.
- An intrinsic interest in other cultures and peoples and in world affairs is essential. If one is not interested in problems and issues that have transnational impact, then international law may not be the right career.
- As with most careers, international law is what you make of it. It is not a tidy, well-defined career that one typically starts practicing the first day on the job. It is a career that usually takes years to nurture and gain expertise in. Some luck is involved in terms of being in the right place at the right time. A lawyer can work for years on domestic law matters without seeing a single international case or project. Then, suddenly, the expertise he or she has developed practicing domestic law becomes invaluable to a client involved in an international project. Within weeks or months, that lawyer is practicing international law full-time.

Qualifications for Law Schools

It is a safe bet that most practicing international lawyers had little inkling when they were applying to law school that their careers would veer toward international law. In fact, a large percentage of lawyers do not settle on a particular legal career until they have practiced law for several years. The first hurdle for the college student is simply getting into law school.

Although an individual may enter law school with a degree in any discipline, common degrees are English, political science, economics and history. Some law-school admissions officers take more interest in an individual who has earned a rigorous academic degree in such fields as physics, chemistry, Greek classics, philosophy, foreign languages, engineering or mathematics. One of my college roommates graduated *summa cum laude* in physics from Harvard and went on to Yale Law School. One of the nation's foremost constitutional law professors, Laurence Tribe of Harvard Law School, has a doctorate in mathematics.

More important than the discipline that one studies in college are the skills that one develops in the study of that discipline, including the ability to pinpoint the main issues of and analyze problems, to write clearly and succinctly, to speak articulately and to work hard and diligently. An interesting mix in college would be a major in mathematics, a minor in English and extracurricular work as a reporter on the school newspaper. Throw in a little debating or a rhetoric class and you might have the beginnings of a lawyer.

Law-school admissions officers typically look, first, for a high grade point average and, second, at performance on the Law School Admissions Test, which is critical. LSAT scores assist in weeding out the "less qualified." A college student is strongly advised to take a preparatory course for the LSAT in order to become familiar with the types of questions that will be asked, the strategy to be employed in taking the exam and how to get into the right frame of mind for it. Admissions officers also consider the candidate's degree and extracurricular activities, which includes anything from sports to debating society to student council. Most officers look for individuals who can express themselves, who can work with other people and who are not afraid to get involved. Law school and the practice of law are "participatory" exercises, and students are expected to "speak up." Fifth, work experience can be relevant but is not too important, unless the student has worked for a year or more before applying to law school.

Law School

The most practical advice I ever received about becoming an international lawyer came from one of Washington, DC's, top international lawyers. "To become an international lawyer, first become a darn good domestic lawyer." A solid background in American law is essential.

The first year in law school is critical. A student should work as hard as possible in the fundamental courses, which include contracts, torts, civil procedure, criminal law, legal drafting and property. First-year grades can be a determining factor in where you obtain summer employment during law school, and they will be important in a law firm's consideration of your application for permanent employment. More importantly, however, the legal principles learned in the first year continue to be applied by practicing lawyers for their entire careers. A second tier of fundamental courses particularly important for the aspiring international lawyer includes constitutional law, administrative law, corporation law, tax law (including corporate international taxation), securities regulation law, the law of secured transactions, antitrust law and accounting. The primary business of international law is commercial transactions, so a law student should focus on learning the fundamentals of corporate and commercial law.

Now we come to a third tier of courses. I would recommend that the aspiring international lawyer take three fundamental international law courses: the introductory course in public international law, the international business transactions course and the conflict of laws course. Many law students take at least one additional course, which they fondly remember in later years: a course which gives them an opportunity to delve into the laws of foreign countries. It could be a course of civil law or Japanese law or European Common Market law. The international lawyer will spend much of his time communicating with and working with foreign attorneys and their legal systems, so some academic exposure is warranted.

A number of law schools in the U.S. provide a strong international law curriculum, among them Columbia, Harvard, Yale, Georgetown, New York University, University of Virginia, Michigan, Stanford and the University of California at Berkeley. However, other private and state university law schools have highly qualified professors who can adequately prepare the law student.

An excellent way for students to immerse themselves in international law is to work on the staff of an international law journal. Participation in the Jessup Moot Court competition each year can also expose law students to a whole range of international legal issues. Further, obtaining a position as a summer associate with an international law firm is one of the best means of exploring your interest in the practice of international law.

An excellent way to broaden your academic experience in preparation for a career in international law is to enroll in a dual-degree program, which combines a degree in law with a master's degree in international relations, foreign languages or business administration.

Finally, law students interested in a career in international law might consider spending a year or two after graduation immersing themselves in a foreign culture, either through a fellowship or through further education or employment overseas. It is often possible for the graduating law student to accept a position with an American law firm and defer entering the firm until after the year or two abroad. The law student might consider working in the offices of a foreign law firm, especially in a civil law jurisdiction, where he or she may gain an understanding for the style and substance of practice by foreign lawyers. Although the young American attorney may end up merely doing paralegal work for the foreign law firm, many of those who have done it swear by it.

Law Firms

Most international law is practiced in private law firms handling international business transactions. Thousands of law firms at one time or another handle transnational matters, but there is a group of law firms that handles a large amount of international work and some firms that specialize in it. The largest number of international law firms will be found in New York City, followed by Washington, DC. But "international" law firms can be found in all major cities of the U.S. Identifying those firms is not always an easy task: law firms do not usually broadcast their client work to the world. Some major firms that undertake a lot of international work include Coudert Brothers; Cleary, Gottlieb, Steen & Hamilton; Baker & McKenzie; White & Case; Graham & James; Milbank, Tweed, Hadley & McCloy; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling; and Sidley & Austin. Career placement advisers at law schools can advise law students which law firms to consider. Also, firm résumés available to law students should give the student some idea of the scope of the law firm's work.

The criteria law firms use to select their lawyers vary from firm to firm. Common denominators are a solid academic background, meaning high grades in the fundamental first- and second-tier courses mentioned above. Those firms that specialize in international law also typically look for foreign language capability, evidence of the applicant's interest in international affairs (such as travel, course work, extracurricular activities on campus) and flexibility. Those law firms with overseas offices often like to attract candidates who are willing not only to travel but also to spend a good number of years working overseas in one of the firm's branch offices.

A word of caution: The law student is well advised not to express too much enthusiasm for international law or travel during the interview process. This is simply because what the law firm is looking for is a good lawyer, first, and an international lawyer, second. Those interviewees who impressed me the most either impressed me with their "legal thinking" skills (which they displayed, for example, by talking about a particular course or a law review article they may have written) or who had a rich background of foreign languages, cultures, academic degrees and, on top of all that, a sound legal background.

The trek into a law firm often begins as a summer associate during a student's law-school years. Firms interview law students for summer (as well as permanent) positions. An excellent performance as a summer associate (which typically will involve legal research and drafting) can translate into an offer for permanent employment upon graduation. Once employed on a full-time basis, the novice attorney will spend five to nine years working as an "associate" on salary. Starting annual salaries at major New York law firms range from $55,000 to $65,000. Each year the associate's salary should increase until, in the seventh year, for example, it may top $90,000. In recent years salaries have accelerated at such a rapid pace that it is best to check with your law school's career adviser to obtain up-dated information. First-year salaries in other cities can be considerably lower, although keep in mind that the cost-of-living in New York is staggering. You may find yourself worse off in real terms in New York than elsewhere, even though your New York salary looks more impressive.

Some associate attorneys will be selected as partners in each law firm. The ratio is typically small, meaning that out of a major law firm's starting class of perhaps 25 associate attorneys, two may make partner. Typical qualities and talents that make a partner are excellent legal skills, consistency in quality work, success at client development, the respect of colleagues and a pleasant personality. Partners' income at major law firms can range from $100,000 to $500,000, although actual figures vary widely from firm to firm.

Most major law firms are structured so as to take full advantage of their attorneys' specialized skills. This means, for example, that some attorneys will specialize in tax matters, others in corporate law and still others in litigation. International lawyers, however, typically do not specialize to the same degree because transnational business transactions usually involve numerous fields of law. A typical transnational business deal, for example, will include legal issues that bear upon the law of corporations, tax, banking, secured transactions and contracts, not to mention a working knowledge of the foreign law that may be part of the transaction.

Of the 250 largest law firms in the United States, 48 have foreign offices and the number is growing, according to the September 30, 1985, issue of *National Law Journal*. American law firms have discovered over the last 20 years that not only American business overseas, but also European, Asian and Latin American companies and banks look to American lawyers for their drafting skills, their extensive network of offices and correspondent attorneys around the world and their efficiency. Also, since so much transnational business is transacted with American entities (in particular U.S. banks), a lot of contracts and loan agreements are governed by New York law, which is recognized for its international commercial application.

Law firms with foreign offices typically send mid-level associates overseas for two- or three-year periods. Unless the foreign country is predominantly English speaking, law firms will look for language skills in the attorneys that they send overseas. It is not possible to represent effectively a client in Beijing without speaking Mandarin. Many of these mid-level associates never return to the U.S. to work. They recognize, as do their firms, that their expertise and client contacts are overseas. Many eventually become partners of their firms and, even as partner, they remain overseas.

If you have an opportunity to move overseas to a firm's foreign office, it can be a truly challenging and exhilarating experience. I will never forget first flying into Jakarta, Indonesia, to negotiate an oil contract for a client and saying to myself, "If this is international law, sign me up."

Returning to the U.S. after an overseas assignment can be an adjustment professionally. You may have to catch up with American legal developments and develop a new client base within the firm. You may have to re-introduce yourself to partners who have forgotten you. But you can also bring to the U.S. office invaluable skills and foreign contacts, which, in the long run, should work to your advantage.

The law student should be careful to look at the nature of the law firm's overseas offices. Some law firms' foreign offices are staffed almost entirely by American lawyers practicing American law, and attorneys working in the domestic office may find little opportunity to travel overseas. Other law firms run a quasi-franchise operation: they lend their name to a foreign office staffed primarily with foreign lawyers. Another category of law firms purports to have foreign offices, but in fact the firms have simply placed one or two attorneys in a foreign law firm's offices.

International lawyers serve many types of clients—from multinational corporations to international banks to wealthy individuals seeking tax havens to foreign governments. Some international law firms' client rosters include many of the companies on the *Fortune* 500 list, but the work being done for those companies is exclusively overseas work. General Motors may use one large firm in the U.S. for its domestic work but numerous international law firms to conduct its business overseas. Likewise, major American banks often split their international work among numerous international law firms, depending upon the geographical region in which business is being conducted.

Federal Government

The largest single employer of international lawyers in the U.S. is the Federal government. Many of its lawyers work full-time on international legal problems. The departments of State and Defense handle the greatest degree of public international law work on a daily basis. Other agencies actively involved in transnational matters include the Treasury Department, the Federal Reserve system, the Agency for International Development, the Office of the U.S Trade Representative, the Overseas Private Investment Corporation, the Department of Agriculture, the Department of Commerce, the Export-Import Bank of the U.S. and the U.S Information Agency. The Department of Justice handles a lot of private international law matters, especially in the Foreign Litigation Section of the Civil Division. Recently the Office of International Affairs in the Criminal Division of the Justice Department has increased its work on such public international law subjects as extradition, mutual international assistance in law enforcement, prisoner exchanges and foreign corrupt practices.

The State Department's Legal Adviser's Office is perhaps the best known enclave of public international lawyers in the Federal government. The work undertaken there can be most challenging, including the drafting and negotiation of treaties and representation of the U.S. before the International Court of Justice at The Hague and at other international tribunals and diplomatic conferences. State Department attorneys can find themselves on the cutting edge of policymaking, especially during a foreign crisis, when legal advice is quickly sought by the White House and quickly rendered by 24-hour teams of lawyers in the Legal Adviser's Office. Attorneys should be prepared to represent their client, the U.S. Government, and, in particular, the administration of the day, without much opportunity to challenge basic policy. Once a decision is made in the White House, the Legal Adviser's Office typically will be asked to provide legal justification for it.

In the Department of Agriculture, attorneys are involved with a variety of foreign transactions, including export credit sales to other countries through the programs of the Commodity Credit Corporation, maritime claims and cases, international agreements on agricultural trade, representation before the Federal Maritime Commission and the International Trade Commission, review and drafting of international agreements in connection with agricultural matters, and coordination with the State and Treasury Departments on a host of international financing issues.

The Department of Commerce employs many lawyers to interpret and administer the General Agreement on Tariffs and Trade, the Export Administration Act of 1979, Federal antiboycott rules, import relief provisions of U.S. trade legislation, trade promotion activities and representation at administrative proceedings to impose sanctions for export control and antiboycott violations. At the Export-Import Bank, lawyers practice a good deal of international banking law. Lawyers in the office of the Assistant General Counsel for International Affairs at the Department of Treasury handle an array of international financial matters, including U.S. relations with multilateral financial institutions, international trade policy, foreign direct investment in the U.S., foreign assets and the international debt crisis.

Two other Federal agencies that use international lawyers are the U.S. International Trade Commission (ITC) and the U.S. Trade Representative's

Office (USTR). The ITC investigates matters relating to U.S. foreign trade policy and makes recommendations to the President for enforcement. The ITC's attorneys advise the commission on the legal implications of its proposed actions. This is one agency in which an attorney will be involved in a substantial amount of litigation work. The USTR has some of the most interesting trade-related work for attorneys in the Federal government because it is the President's top adviser on international trade policy.

Government offices typically do not offer the comforts of private practice nor the type of counseling that senior associates and partners of a law firm can offer a young private attorney. The young government attorney may be given a tremendous amount of responsibility at a young age, and that in itself may be very attractive, but the government lawyer typically will not command the same salary as a private attorney and may become quite specialized. Nonetheless, some of Washington's most successful international lawyers started their careers as government attorneys. Keep in mind, however, that moving from government to private practice may be subject to legal restrictions to avoid conflict of interest.

Corporate Counsel

Some of the most active international lawyers today are found in corporations. Thousands of American companies conduct transnational business, and a good number of them operate subsidiary branch or affiliate offices and factories overseas. Therefore, a substantial range of issues confronts an in-house counsel to an American corporation with international business.

Law students contemplating an in-house position must have a solid grounding in corporation law, antitrust, tax, contracts, securities regulations, accounting and patents, trademarks and licensing. Corporations rarely will look for any specialized international courses in a law student's background. Nor are language skills essential. Corporations are more prone to hire well-educated "domestic" lawyers and give them opportunities to learn on the job.

The law student should be aware that much legal work previously done by law firms has now moved in-house at corporations. This extends even to international work. The hours can be grueling, especially because so much of what corporations are engaged in overseas is deal-making. That can mean all-night negotiations, 24-hour flights from New York to Bombay, "seat of the pants" negotiating and drafting, and the frustrations that may accompany dealing with foreign attorneys in exotic locations.

While most corporations look to senior associates in law firms for their in-house legal staff, some are now looking to law schools for new lawyers. Law students should carefully investigate the corporate counsel's office before making any decision to accept employment. Questions to ask are whether the in-house attorneys work well together, whether the general counsel has a final say on personnel matters, how and under what conditions attorneys are transferred among the domestic and international offices of the corporation, how much international legal work attorneys on the staff handle during the course of the year, and whether lawyers with a particular interest in multinational legal problems have the opportunity to specialize in working on those problems. The law student should be particularly inquisitive about opportunities for promotion which, in corporations, can be a very complex affair with less degree of predictability than in law firms. The law student should ask whether lawyers can move from legal work to management within the company, and what happens to lawyers who seek to stay permanently in the legal counsel's office. Often lawyers who prove themselves within the legal counsel's office rise to assistant general counsel or general counsel of the corporation. The general counsel often assumes other hats as well, such as senior or executive vice president, and sometimes will rise to the top of the corporation. But each company should be examined on its own merits.

The law student should also consider the attitude of management toward the legal department. If management shuns the advice of its in-house attorneys and rarely consults them, then the attorney may find work in the corporation frustrating and lacking in intellectual appeal. In-house counsel of a major corporation can acquire a vast amount of experience and knowledge, which can be very attractive to a law firm, particularly if that corporate counsel can bring some of the corporation's business to the law firm.

Finally, while many corporations interview on campus, a law student should approach corporations directly. Letters should be directed to the attention of the president or general counsel of the corporation, not to the personnel department. Such a direct inquiry is a good test of whether the corporation treats its attorneys as professionals or as day laborers.

Corporate legal staffs have not grown much in recent years, when compared with the 30% growth in the nation's 20 largest law firms between 1981 and 1985. Of the 50 largest corporate legal shops, 23 reported an increase in their staffing in 1985; 20, a decrease. Some of these statistics are explained by the reductions in staffs of major oil companies, such as Exxon, Chevron, Atlantic Richfield, Texaco and Occidental Petroleum. Other major corporations engaged in a substantial amount of international work (and the number of attorneys they employed in 1985) include Citicorp (230), IBM (189), ITT (171), American Express (161), BankAmerica (125), Union Carbide (106), and Chase Manhattan (93), according to the May 12, 1986, issue of *Legal Times*.

International Organizations and Nonprofit Groups

The range of international legal positions in international organizations and nonprofit groups is far-reaching and sometimes difficult to discover. In most cases, law students are best advised to start out in private practice or the Federal government. There is very little "legal training" in international organizations, and attorneys are usually expected to hit the ground running upon commencement of employment. Moreover, previous experience in private practice leaves the young attorney greater opportunity to return to the private sector.

The two most active legal shops in international organizations are the UN Legal Counsel's Office and the legal departments of the World Bank Group and the International Monetary Fund (IMF). The UN Legal Counsel's Office is deeply involved in legal problems before the Security Council and the General Assembly, particularly the activities of the assembly's Sixth Committee (which handles legal affairs) and legal problems arising from the administration of UN operations. Attorneys working closely with the Sixth Committee and its subcommittees negotiate and draft documents on such matters as rules relating to the non-use of force, the peaceful settlement of disputes, the maintenance of international peace and security, improving the efficiency of UN procedures, codifying offenses against the peace and security of mankind, international trade, international treaty-making conferences, relations between the UN and its host country, the U.S., the safety and protection of diplomats and their missions, various treaties governing the law of outer space, the host of projects before the International Law Commission and numerous other legal issues.

At the World Bank Group and the IMF, attorneys' activities correspond to a greater degree to those in the private sector. Most of the attorneys in the legal department of the World Bank are assigned to lending operations. Others participate in the settlement of investment disputes between member countries, World Bank borrowings in international capital markets and participation in specialized technical assistance programs to member countries and other international organizations. [For information about hiring practices in international organizations, see Chapter 10.]

Legal positions can also be found in certain private nonprofit organizations, such as Amnesty International USA, CARE and Catholic Relief Services. Again, it is advisable to start one's legal career in private practice before exploring these particular options. Salary scales are quite low and the young attorney will want to leave open the option of returning to private practice.

The Future of International Law

International law is hardly a static profession. New areas of practice in international law emerge every year, making it increasingly difficult for attorneys to describe themselves as all-purpose international lawyers. Some of the new areas to keep an eye on are the explosive developments in capital markets (trading in stocks, bonds and money-market instruments) throughout the world. Lawyers with a solid grounding in securities regulation law will be those at the forefront of that new and quite lucrative field of international practice. The international debt crisis and the profusion of new financial instruments, such as swap agreements for interest rates and foreign currencies, are making knowledge of banking law essential. Another area that is growing is the law of intellectual property rights, including patents, trademarks and copyright, especially for high-technology products such as computers and biotechnology. International trade will continue for the foreseeable future to employ legions of attorneys in the United States. Every time there is a change in any aspect of U.S. trade law or in international agreements on trade, it can have a tidal wave effect on the operation of businesses (and consequently the work of lawyers) in the U.S. and overseas.

One thing is certain. Despite the skepticism that people typically express about whether or not there is "international law," the fact is that it exists and lawyers will continue to practice it every day of the year.

Cleary, Gottlieb, Steen & Hamilton

New York, NY

Cleary, Gottlieb is a large international law firm, with more than a quarter of its attorneys practicing abroad. The firm engages in general private law, with special emphasis on corporate, financial, tax, antitrust, regulatory and litigation matters. It maintains offices in London, Paris, Hong Kong and Brussels. Some of its partners and attorneys are foreign nationals who serve abroad and have the same responsibilities and benefits as their American counterparts. American lawyers, especially those with prior language training or international experience, may also serve abroad.

Clients include multinational corporations, financial institutions and governmental and international entities. The firm offers associates the opportunity to take a four-month paid leave of absence to do *pro bono* community-action work.

Professional staff

In the New York office, there are 49 partners, 15 of whom serve abroad, and 115 associates, 15 abroad. In the past year 40 people were hired.

Qualifications

A law degree and superior academic performance, maturity of judgment, independence and the ability to work with clients are the prime qualifications for employment. For those interested in international work, training in French, Spanish, German or Japanese is important.

Summer programs

About 30 summer associates are hired annually to work in all areas of the firm's practice. The firm places strong emphasis on high academic performance and generally hires candidates in the top 10% of their law-school classes. Associates must stay for a minimum of eight weeks.

Application procedure

Contact:

Legal Personnel Coordinator
Cleary, Gottlieb, Steen & Hamilton
One State Street Plaza
New York, NY 10004
(212) 344-0600

Coudert Brothers

New York, NY

Coudert Brothers provides American-law services to clients in the U.S. and abroad. It has offices in Washington, DC, San Francisco and Houston, but most of its personnel are located either at New York headquarters or abroad. The foreign offices are in Paris, London, Brussels, Hong Kong, Beijing, Singapore, Tokyo, Rio de Janeiro, Riyadh, Sydney and Shanghai.

Coudert is organized into functional departments—corporate, litigation, real estate, tax, estate planning and international banking. Most of the firm's corporate attorneys work in regional groups. There are French, European, United Kingdom and East Asian groups. Most associates begin their work with the firm at either the New York or the Paris office.

Professional staff

The firm has 68 partners and 130 associates. Of these, 24 partners and 56 associates serve abroad. Some, especially those in the Paris office, are foreign nationals. The firm hires 15-20 new attorneys each year, some of whom have served as summer associates.

Qualifications

Coudert looks for academic achievement in law school and, to some extent, undergraduate school. With very few exceptions, the firm hires lawyers who have been educated in U.S. law schools, rather than foreign attorneys admitted to practice in the U.S., although the firm runs a short training program for foreign lawyers. It is interested in attorneys with initiative, maturity and innovativeness. It has a continuing need for attorneys fluent in French, Indonesian, Japanese, Chinese, German, Spanish, Portuguese and Italian. Regional experience and knowledge of legal systems of other countries are helpful for attorneys interested in working in internationally related law. The firm is particularly interested in law students with an interest in and desire to practice in the Middle East and for attorneys with Japanese experience.

Summer programs

Coudert hires 20-25 law students for its summer associates program. (See qualifications section for requirements.)

Application procedure

Applicants should submit a transcript and a résumé that emphasizes any language skills, overseas living or studying experience and foreign law expertise. Writing samples and references are also relevant. Write to:

Hiring Committee
Coudert Brothers
200 Park Avenue
New York, NY 10166
(212) 880-4400

Covington & Burling

Washington, DC

Covington & Burling offers a wide range of services, including advice to domestic and foreign clients on matters pertaining to state, Federal and international legal issues and representation of clients before Federal, state, administrative and international tribunals.

Professional staff

Covington & Burling has 106 partners and 121 associates. All work out of the firm's Washington office. Within the past 12 months, the firm hired 25-30 new associates, who work in all aspects of the practice.

Qualifications

The firm requires a law degree and highly values postgraduate work (clerkships with judges, internships, etc.) in evaluating applicants. Firm attorneys must be willing to travel as required by clients.

Summer associates

Covington & Burling hires 15-20 second-year students and 5-10 third-year students each summer. Associates are hired with the expectation that they are qualified for a permanent job upon completion of law school. A summer position does not, however, guarantee permanent employment.

Application procedure

Applications for permanent employment and for the summer associate program should be addressed to:

Hiring Partner
Covington & Burling
P.O. Box 7566
1201 Pennsylvania Avenue, N.W.
Washington, DC 20044
(202) 662-6000

> *Note: There are many positions for lawyers within the government. Some, in the Department of Defense, are listed below. For others, in particular the Office of Legal Adviser at the Department of State and the many positions at the Department of Justice, see Chapter 9.*

Office of General Counsel (OGC), Department of Defense

Washington, DC

OGC is the senior legal organization in the Department of Defense. It provides advice to policymakers in the office of the secretary of defense. It works with attorneys from other military departments and U.S. government agencies. The issues considered by OGC involve virtually all areas of the law, with focus on international relations, the Uniform Code of Military Justice, procurement policy, the appropriations process, administrative procedure and national intelligence.

Professional staff

OGC has 32 attorneys on staff, 2 of whom were hired in the last year. The

Office of Assistant General Counsel (International) has eight attorneys. All lawyers are based in Washington, DC. No attorneys work overseas on a permanent basis.

Qualifications

All applicants must possess a law degree and be a member in good standing of a state bar association. Applicants interested in working in the international field should possess an advanced degree in international law. There are no foreign language requirements. Attorneys are rated at the GS 13 to 15 levels.

Internships

OGC offers a summer associates program for law-school students. Associates serve as legal assistants and work closely with attorneys.

Application procedure

For more information about opportunities with OGC, contact:

Office of Assistant General Counsel (International)
Office of General Counsel
Department of Defense
Washington, DC 20301-1600
(202) 695-2604

Gibson, Dunn & Crutcher

Los Angeles, CA

Gibson, Dunn is a large business-related firm with four departments: corporate and business, tax and probate, litigation and labor. Besides its five California-based offices and those in New York, Washington, DC, Dallas and Denver, it maintains offices in Paris, London and Riyadh. Its foreign offices practice U.S. law for foreign clients and help U.S. clients who are doing business abroad. At Gibson, Dunn attorneys are not hired specifically for international work. New associates rotate through the firm's four departments; after this rotation period some might serve in the international department. All attorneys in the foreign offices are American citizens.

Professional staff

Of the 5,000 attorneys in the firm, approximately 80 are in the U.S.-based international department and 10 serve abroad. Each year, 90 attorneys are hired.

Qualifications

Attorneys who are typically "top-ranking graduates from many of the nation's best law schools" are sought. Languages are not required, but attorneys who aspire to work abroad should know European languages.

Summer program

There is a broad-based summer training program, but there is little opportunity to work on international cases. Approximately 90 summer associates are hired each year.

Application procedure

Contact:

Head, International
Gibson, Dunn & Crutcher
333 South Grand Avenue
Los Angeles, CA 90071
(213) 229-7631

Mudge Rose Guthrie Alexander & Feldon

New York, NY

In the Washington, DC, office, 90% of Mudge Rose's work is international. The Washington office specializes in regulatory international trade, working with clients to help them prepare for trade negotiations and representing them on a variety of trade cases. The larger New York office has a more varied practice that includes work with both international and domestic clients.

There is one overseas office, in Paris. It is staffed by bilingual American and foreign attorneys who can serve in French administrative agencies and commercial courts but not other French courts. The Paris office often represents French and American clients in domestic French matters and believes it does a higher percentage of French local practice than most U.S. firms with offices in Paris. When they cannot themselves represent a client, Mudge Rose attorneys supervise French attorneys who are not with the firm.

In addition to attorneys, Mudge Rose employs accountants, statisticians and economists to broaden the scope of services provided to clients.

Professional staff

Mudge Rose has 213 attorneys, 65 of whom are partners. The New York office has 182 attorneys; the Washington office, 16; Los Angeles, 10; West Palm Beach, 2; and Paris, 4. Within the past year, two entry-level associates, two lateral-level associates and two summer interns were hired for the Washington office, and 30 associates were hired for the New York office.

Qualifications

For the Washington office, all professionals, including associates, "must be prepared to engage in an extensive amount of international travel." The firm prefers attorneys who have some economic background, are free to travel, can work independently with clients and have been exposed to varying life-styles and cultures. Work on an international law journal, undergraduate courses in economics and courses in international trade law are important. Knowledge of Chinese, Spanish, French, German, Korean or Indonesian is preferred. For the New York office, participation on a law journal, work on moot court, summer experience and at least a B-B+

average in law school are the main criteria. Specific international expertise is not necessary. For lateral transfers to the office in Washington, international trade work in a government agency or in an international organization is most useful. For lateral transfers to New York, international experience is not necessary.

Summer programs

Normally two first-, second- or third-year law students with an interest in international trade law and a background in economics are hired for the summer program in the Washington office. The New York office hires 25 to 30 summer associates.

Application procedure

For those interested in opportunities in the Washington office, contact:

Recruitment Coordinator
Mudge Rose Guthrie Alexander & Feldon
2121 K Street, N.W.
Suite 700
Washington, DC 20037
(202) 429-9355

Those interested in working in the New York office should write to:

Recruitment Coordinator
Mudge Rose Guthrie Alexander & Feldon
180 Maiden Lane
New York, NY 10038
(212) 510-7000

Patton, Boggs & Blow

Washington, DC

Patton, Boggs & Blow is a medium-size firm with a rapidly expanding litigation, tax, government and administrative law practice. It also does trade and international law work. It was founded by three international attorneys in 1962. The firm is not departmentalized, but about 25% of its attorneys practice international law. No one is stationed abroad, and there are no foreign offices.

Professional staff

The firm has 42 partners, 7 of counsel, and 37 associates. Six associates and six lateral-entry attorneys from government, industry or other law firms were hired during the last year. Also, in the last 4 years all 12 eligible associates became partners.

Qualifications

The firm is interested in attorneys with good academic backgrounds from reputable law schools. Besides a law degree, knowledge of languages is preferred, notably Arabic, French, Farsi, Italian, German and Spanish. Willingness to travel, but not to live abroad, is required. Demands for specific courses and areas of expertise vary from year to year as the firm grows and takes on different kinds of business.

Summer program

Summer associates are hired after their second year in law school. Approximately 12 to 14 people are hired each summer for an average stay of 12 weeks.

Application procedure

Contact:

Recruiting Committee
Patton, Boggs & Blow
2550 M Street, N.W.
Washington, DC 20037
(202) 457-6000

Pennie & Edmonds

New York, NY

Pennie & Edmonds is one of the largest firms in the U.S. specializing in domestic and international law as it applies to the securing, protection and commercial exploitation of intellectual property rights (better known as patents, copyrights and trademarks). The firm represents clients ranging from individual inventors to large corporations. Its international department works on foreign matters for domestic clients and domestic matters for foreign clients. There is an office in Washington, DC, with two partners and two associates.

Professional staff

Pennie & Edmonds has 70 attorneys, 27 of whom are partners. During the past year, five new attorneys were hired for the general practice, one for the international department.

Qualifications

The firm has specialists in fields such as chemistry, physics, molecular biology, metallurgy and electronics. Most staff have JD degrees in addition to a BA, BS, MA or PhD degree. It is preferred that staff have knowledge of languages, especially Spanish, German, French, Japanese, Chinese, Arabic and Russian, in that order. Willingness to travel, but not live abroad, is necessary; work experience is not.

Summer program

Four or five summer associates are hired for the entire summer. Those with technical backgrounds work on patent prosecution. Others work on the less technically oriented copyright and trademark practice.

Application procedure

Contact:

Hiring Partner
Pennie & Edmonds
Counsellors-at-Law
1155 Avenue of the Americas
New York, NY 10036
(212) 790-9090

Shearman & Sterling

New York, NY

Shearman & Sterling is one of the largest international law firms in the U.S. Over 30% of its business involves representing foreign clients engaged in transactions that cross national boundaries. Its clients range from individuals to giant corporations and governments. The firm has a particularly large practice in banking and financial transactions, private financing, international oil and gas transactions, mergers and aquisitions and debt restructuring for troubled companies and nations. In addition to New York, Los Angeles and San Francisco, the firm has offices in London, Paris, Hong Kong and Abu Dhabi, Saudi Arabia, and staffs them with U.S. citizens.

Within the firm, there are six groups: corporate, litigation, tax, antitrust, real estate and individual clients. About 21% of the firm's attorneys work in litigation, 47% in corporate and less than 10% in each of the other groups. There is no international practice group: all six groups handle international transactions.

The firm also has a program that brings foreign attorneys to the U.S. There are currently 14 participants. In addition, the firm sponsors numerous seminars and other continuing-education programs and encourages its associates to do *pro bono* and law-association work.

Professional staff

Shearman & Sterling has 122 partners and 304 associates. Partners are added each year, and 50-60 law-school graduates join the firm each fall as associates. Partners are chosen from among associates after about eight years. Seven of the partners and fourteen of the associates are currently assigned to offices abroad. Lawyers assigned to U.S. offices frequently travel abroad on business. Associates must normally work in New York before being assigned abroad. Five associates began tours abroad last year.

Qualifications

Significant emphasis is placed on distinguished academic records. Knowledge of languages is not necessary; willingness to travel abroad is.

Summer programs

Each year about 40-60 summer associates are given assignments comparable to those given to beginning associates. Their participation in professional development seminars is encouraged. The firm takes only second-year law students or law-school graduates who have accepted a clerkship for their first year out of school. Summer associates are required to spend at least 10 weeks at the firm. The time is usually divided between the Wall Street and midtown offices in New York City.

Application procedure

For information about the firm, contact the Hiring Partner at:

Shearman & Sterling
53 Wall Street
New York, NY 10005
(212) 483-1000

White & Case

New York, NY

White & Case is a large general firm that does a great deal of international work. In addition to offices in Washington, DC, Palm Beach and New York City, the firm has overseas offices in London, Paris, Hong Kong, Singapore, Stockholm, Istanbul and Ankara and has lawyers stationed in Jakarta and Mexico City. Its international practice includes representing central banks of foreign countries, arbitration proceedings and alternate dispute resolutions abroad and representation of corporate clients from all over the world. The firm is organized into four departments: litigation, tax, trusts and estates, and corporations, banking and real estate. There is no international department per se. All new attorneys and summer associates rotate among the departments, and the permanent staff members choose the department in which they want to work. Associates are not hired specifically for international work and normally do not work solely on international projects.

The overseas offices engage in a broad range of international commercial and financial transactions. There are three partners and two associates in London, two and two in Hong Kong, two and six in Paris, one associate in Singapore, one and seven in Stockholm and one and two in Istanbul and Ankara (these offices share the same staff). In addition, there are two partners and two associates in Jakarta and one associate in Mexico City. Partners generally spend four to five years abroad, and associates spend two to four.

The firm estimates that it takes seven to nine years to become a partner. Between two and eight new partners are chosen each year.

Professional staff

There are currently 39 partners and 91 associates in the corporations, banking and real estate department; 18 partners and 30 associates in the litigation department, 8 partners and 8 associates in the tax department, and 7 partners and 8 associates in the trusts and estates department. About 35 recent law-school graduates are hired each fall. The firm also takes 5-10 foreign interns.

Qualifications

Particular academic qualifications vary from year to year with the changing goals of the firm, but academic achievements and an interest in the firm's practice are important. For those interested in serving abroad, a second language is useful. Previous work abroad or in the U.S. is not required.

Summer program

The firm hires approximately 55 summer associates who are expected to spend a minimum of 10 weeks with the firm. In addition to rotating among the departments, the associates participate in internal seminars.

Application procedure

Contact:

Legal Employment Coordinator
White & Case
1155 Avenue of the Americas
New York, NY 10036
(212) 819-8200

Translating and Interpreting / 7

Introduction by David Bowen and Margareta Bowen

At the November 1985 summit meeting between President Ronald Reagan and Soviet leader Mikhail Gorbachev, the two leaders met alone, without aides, for five hours. But they were not completely alone. Each was accompanied by an interpreter who provided "consecutive" interpretation of what was said. As Reagan spoke, the interpreter took detailed notes; after the speaker paused, the interpreter translated Reagan's words into Russian for Gorbachev. This highly confidential work is only one example of what language specialists do.

Whereas experts in any number of other fields use languages as an ancillary skill, language specialists use their languages professionally, as a career. They should not be confused with other professionals who happen to have foreign-language skills. Most employers consider employees with foreign-language skills to be a definite asset and some give preference to candidates who possess them. Employers may be looking for engineers with "a thorough knowledge of Spanish essential," nurses with "fluency in French preferred" or teachers with "foreign languages helpful," but language is simply one element in selecting a job candidate: his or her professional skills are decisive and determine the salary.

Language specialists, on the other hand, are hired and paid for translating and interpreting services. They may also be required to know a great deal about other fields (such as engineering, medicine, political science or law), but they could not take the place of any of these professionals. Their job is to bridge the gap between people who speak or read different languages.

Most language specialists are *translators* and/or *interpreters*. Broadly

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David Bowen, PhD, is an assistant professor and Margareta Bowen, PhD, an associate professor in the Division of Interpretation and Translation, Georgetown University.

defined, interpreting consists of understanding an oral message in one language and reproducing it orally in another language. The translator must understand written material and be able to reproduce it in writing in another language. The difference between the two language professions lies not only in the written or spoken medium but also in the time constraints. The translator has some but not a lot of time to complete an assignment and can use reference works while preparing a translation; the product is usually reviewed and proofread. If the reader does not understand the translation immediately, he or she may be willing to study it until it is clear. In contrast, interpreters hear the message only once. They must understand and produce it immediately in another language. A mistake can lead at best to momentary confusion or anger and at worst—if not caught and corrected—to an international incident.

These differences explain why skills in translating and interpreting, although based on the same process, are not interchangeable. Usually an interpreter will be able to produce acceptable translations, but they will not be of the high caliber expected from top translators. Some translators are also interpreters, but others refuse to accept this task.

There are two principal modes of interpreting: *consecutive* and *simultaneous.* In consecutive interpretation, which has been used since antiquity, the interpreter listens to a spoken message and then, when the speaker stops, reproduces it orally in another language. Because the speaker's message may take over five minutes to deliver, most consecutive interpreters take notes from which they must quickly and coherently reconstruct the speaker's thoughts. Although time-consuming, this method is preferred in certain circumstances, such as welcoming addresses, press conferences, banquet speeches, two-language negotiations, business, court interpreting and high-level political talks. (High-level interpreting is termed diplomatic interpreting by the U.S. Department of State.)

Simultaneous interpretation achieved world renown at the Nuremberg War Crimes Tribunal. Today, it relies on sophisticated equipment that allows a language being spoken at a meeting to be interpreted into any number of others at the same time. The interpreter works in a booth and views the proceedings through a glass window. Interpreters also see one another through side windows. They hear the speakers through their earphones and then interpret the speeches at the same time, speaking into a microphone. Each auditor is provided with earphones, a channel selector and an individual volume control and can listen to any one of the working languages by switching to its channel. The system may be a wired installation with a fixed number of seats around a conference table or it may be a wireless design with portable receiver sets. Simultaneous interpretation is almost always used for meetings at the UN and other intergovernmental organizations and at some large nongovernmental organizations.

Other language specialists—*précis writers, terminologists* and *machine-translation specialists*—often come from the ranks of experienced translators, their editors or interpreters. Précis writers produce summaries of meetings about one-third the length of the original. Because their summaries become the official record of the meeting, they must choose their words carefully to reflect the main points. Précis writers take notes in shifts during all but the most sensitive political meetings (for which verbatim records are produced). They must be able to work quickly and to present the summary information in an unbiased, objective and logical manner.

Terminologists, working for international organizations or in bilingual countries, produce glossaries and definitions of terms, which aid communication between languages. The terminologist, like all language specialists, must have an excellent command of the working languages, a thorough appreciation of the cultures, an aptitude for systematic research, perseverance and good organizational skills.

Machine-translation specialists use computers to speed translation work. This newest field of language work has made great strides since optical character readers replaced manual input into computers. Most machine-translation programs require postediting—or verifying and correcting the product of the machine and feeding back new dictionary items. So far, fully automatic programs have been developed for only a few very narrow fields. Ideally, a machine-translation specialist should have all the skills of the other language disciplines and know a great deal about computers.

Employers

All the international organizations, governments and businesses discussed in this book are potential employers. They may want to hire you as a full-time employee, or, more likely, as a short-term contractor.

Language specialists work in a variety of capacities. Conference interpreters and conference translators are at the top of the career ladder. There are more than 20,000 governmental, international or private conferences held each year. A conference is any organized encounter of two or more people who cannot communicate effectively in a single language. These events include the sessions of the multilingual UN General Assembly (which last about three months); multilingual Canadian or European Parliament; international seminars or banquets; or meetings in which professionals such as engineers, lawyers, teachers, scientists or city planners from different countries congregate to discuss their work.

Language specialists who work conferences are generally not found through agencies. Most of the large international organizations test prospective translators and interpreters and establish a roster of approved free lances whom they contact when needed. Professional organizations are another source of calls. Finally, language specialists submit bids to work at nongovernmental meetings, which are announceed in periodicals.

Free-lance conference interpreters and translators are paid by the day, with fees ranging from $150 to $450. Staff salaries depend on previous experience. (Few staff members are hired without experience.) In UN organizations, salaries range from $25,000 to $40,000 (according to post adjustment). For free lances and employees, the number of hours they are expected to interpret or the number of pages they must translate per day is clearly defined, as is the number of people needed for a given task.

Other interpreting assignments are escort, seminar and court interpreting. Escort interpreting takes place in a more informal setting than conference interpreting. Escorts are expected to guide their charges throughout their day's (or weeks') meetings. The Department of State uses escort interpreters, at a daily rate of approximately $100, to accompany foreign visitors in meetings with their American counterparts. Travel agencies organizing tours for businesses or other groups also hire escort interpreters. Seminar interpreters usually deal with one topic at a time, repeating the same lecture or class for different groups.

Court interpreters interpret during court proceedings. The U.S. Court Interpreters Act of 1978 directs the Administrative Officer of the U.S. Courts to "prescribe, determine, and certify the qualifications of persons who may serve as certified interpreters," and "maintain a current master list" of all interpreters certified by the director. Some states have followed the Federal system and hire only certified interpreters; others have their own system. (An official scale of qualifications for different kinds of language services has been established only by the Australian government and is available through the National Resource Center for Translation and Interpretation. See professional organizations at the end of this chapter.)

So far, the only language test that has been offered for certified court interpreters is Spanish/English. The tests, which have been given five times in various cities throughout the U.S., include oral and written parts. Many languages other than Spanish are needed, in particular, Asian languages, Greek and various central and Western European languages, but because the total number of such cases is small compared with the Spanish case load, no testing arrangements have been devised. Court interpreters should have a thorough legal education in both languages.

U.S. businesses, contrary to what many language majors imagine, are traditionally not very keen on hiring translators and interpreters. For many years, it was cheaper and less troublesome to contract this work abroad. Today, the big multinationals tend to be segmented into regional units with locally hired managers, and day-to-day activities are transacted in the language of the country. International managers see translation and interpretation as part of sales: to sell a product abroad, translation can be crucial. Managers courting foreign clients often supply interpretation at meetings even if the clients have some knowledge of English. Businesses currently using language services are high-technology manufacturing, advertising agencies, international law firms, film companies and publishing houses.

Most American corporations do not maintain a staff of language specialists. When translation or interpretation is needed, businesses usually employ the services of language agencies. Agencies handle millions of words for their clients; they translate technical reports, business agreements, manuals, correspondence and, increasingly, provide interpreters. Yet, because demand fluctuates, few agencies maintain full-time staff. There are some notable exceptions, but most agencies rely on a large roster of free-lance specialists and usually have full-time employees only to deal with sales, customer relations and scheduling. Some language specialists maintain steady working relations with an agency. Some have a steady income from their agency or free-lance work while others do not. All free lances must deliver assignments on time, in the format requested, and often have to invest in dictionaries and a word processor. Agencies keep a percentage of the fee paid by the customer.

Some free lances prefer to find their own clients, either on an *ad hoc* basis or by founding their own agency. This requires business acumen, a talent for dealing with clients and colleagues, and capital for start-up costs. Entrepreneurs must know what volume and what quality of work they can handle and where to find others to deal with the overflow. Many jobs are "packages" involving several languages or multilingual conferences that can only be served by a team.

Persons of a more cautious nature can become part of a "group," a loosely organized cooperative, in which several language specialists, preferably with complementary language combinations, pool their resources to pay for their "shingle" (the advertisement in the Yellow Pages, an answering service, calling cards, stationery, and possibly a shared computer).

Free lances charge according to the difficulty of the material, the languages used, the kind of translation required, and the employer. Translators are paid from $60 to $80 per thousand words; after equipment, commuting and other costs, this averages about $25 an hour.

The Federal government is the largest U.S. employer of language specialists. The Office of Language Services at the Department of State tests and employs full-time language specialists. Working in this division is generally considered to be the top of the career ladder for government language specialists. The Office has a staff of about 20 interpreters and 30 translators and maintains a roster of about 1,400 free lances. Permanent staff start at the GS-9 level (about $21,000 a year) and go up to GS-14 or GS-15 (from about $44,000 to about $52,000 a year). Conference interpreters are paid about $250 a day, seminar interpreters, $195, and escort interpreters, $100.

The Central Intelligence Agency (CIA) also maintains a roster of about 1,400 translators who work on a contract basis for the U.S. Joint Publications Research Service (JPRS). JPRS serves as a translation service for the government, mainly for the CIA. Employees work at home on unclassified information and send much of their work through the mail. Contract workers are paid from $26 to $75 per thousand words. Interested applicants should write to USJPRS, 1000 North Glebe Road, Arlington, VA 22201.

The National Security Agency (NSA) is one of the largest employers of language specialists in the government, with over 1,000. Specialists translate, transcribe, abstract, analyze and report on recorded or live voice transmissions. NSA hires college graduates at the GS-7 level or those with advanced language degrees at GS-9 or GS-11. It is particularly interested in speakers of Slavic, Middle Eastern and Asian languages. Familiarity with colloquial and idiomatic speech is required. NSA encourages and pays for its employees to expand their language skills at nearby universities, in intensive summer programs or at the Foreign Service Institute. Some language specialists are posted abroad. Applicants and their immediate families must be U.S. citizens and must pass a variety of language proficiency, psychological, polygraph and security tests.

The Voice of America (VOA) section of the U.S. Information Agency hires over 1,000 language specialists. It expects them not only to translate but to adapt material to a target audience, write a script and deliver their piece on the air. Its personnel are known as International Radio Broadcasters (IRBs). They work on the GS-9 to GS-13 levels and are divided into six area-related sectors. Most positions are in Washington, DC. [See U.S. Information Agency entry in Chapter 9 for more information.] VOA also hires recent college graduates for its Foreign Language Intern Program. This program offers permanent positions to fluent speakers of foreign languages and serves as a training program for IRB positions.

The FBI hires both staff and contract translators, and it has about 217 language specialists in its employ at grades GS-6 through GS-13. Assignments include interpreting for foreign dignitaries visiting FBI headquarters, administering language tests and analyzing and summarizing intelligence materials. Arabic and Slavic languages are the most useful for permanent staff while contract specialists are needed in a variety of languages. Permanent staff must be U.S. citizens. For information, write to Language Services Unit, FBI Laboratory, Room 3505, J. Edgar Hoover Building, 9th Street and Pennsylvania Avenue, N.W., Washington, DC 20535.

Other government agencies also employ language specialists. The Language Services Section at the Congressional Research Service of the Library of Congress has five permanent translators. It also takes summer interns. For more information on these opportunities, write to Room LM-209, James Madison Memorial Building, Washington, DC 20540. The phone number is (202) 287-5777.

The Naval Intelligence Support Center, Translation Division, Department of the Navy, has 11 language specialists. The Translation Branch of the Patent and Trademark Office of the Department of Commerce has five translators. The Center for International Research at the Census Bureau, Department of Commerce, employs three. The U.S. Army Foreign Science and Technology Center's Translation Division has 10 translators. The Central Translation Service at the Social Security Administration has about 16 translators. The Technical Translation Division, Foreign Technology Division, located at Wright-Patterson air force base, has 12 translators, two of whom are military personnel. For more information on translation and interpretation opportunities within the Federal government, see *Translation in the Federal Government: 1985* by Ted Crump. [See bibliography for further details.]

The UN has a staff of about 140 full-time and 60 part-time interpreters; its translating staff numbers about 350-400. Employees should know English and French and one other working UN language (English, French, Spanish, Russian, Arabic and Mandarin Chinese), unless they are working with Arabic or Chinese, in which case they need know only two.

Most international organizations are bound by their statutes to advertise vacancies internationally. Tests are usually administered in several cities, and competition is very keen. In UN organizations, nationalist quotas do not apply to language services. The European Parliament requires all translators and interpreters to be nationals of one of its member countries. The Commission in Brussels will hire interpreters from nonmember countries only if the quality of service offered is superior to what is available within the European Community.

U.S. citizens must have a security clearance before they can be hired by the UN or the U.S. government.

Qualifications

Interpreters and translators must have a general knowledge of languages and their cultures in order to perform adequately. They must respect deadlines, eschew guesswork and not accept assignments beyond their subject-matter or language capability. They must be able to produce "authentic" renditions. For example, when U.S. representatives sign a SALT agreement with the Soviet Union, they must be certain that they are signing the same version in Russian. Interpreters should have clear voices without strong accents.

Interpreters and translators normally work into their mother tongue only, although some rank several "active" languages into which they interpret. The professional organizations have developed several rating systems; The American Association of Language Specialists (TAALS) system is the one most widely used in the U.S.:

A = principal active language(s) into which they can interpret and which they speak as a native.
B = other active language(s) into which they interpret.
B* = other active language(s) into which they interpret consecutively only.
C = language(s) from which they interpret regardless of difficulties of terminology or idiom.

The A, B and C ratings apply to both translators and interpreters, the B* to interpreters only.

A rating of A or B is not only determined by proficiency in producing written or spoken discourse but also by the passive knowledge of the C language from which candidates must translate. An interpreter or a translator with English A, French and Spanish C will therefore work from French and Spanish into English only. A B instead of a C in French would make this person far more versatile, since he or she could also perform work from Spanish into French and English into French.

Translators may work from just one language into the mother tongue, but usually they have at least two C languages. Employers tend to insist on an increasing number of combinations.

Obviously you cannot choose your mother tongue(s); A languages are a given. B languages are usually a combination of early learning, prolonged study, work abroad and, not infrequently, a multilingual family background. C languages, especially in the case of younger interpreters, were often learned in school. The time people have spent learning languages varies with the individual and with the languages involved. The often quoted "inferiority" of Americans as foreign-language learners is not borne out by the authors' experience of testing an international population of candidates. A person's ability to learn several languages well enough to use them professionally seems to be independent of educational systems and methods of language teaching.

Which Languages to Learn?

Based on its experience teaching languages to Foreign Service personnel, the Foreign Service Institute at the Department of State has rated the world's languages according to difficulty of learning. The Romance (or Italic) and Germanic languages are deemed the most easily acquired by native speakers of English. (This ranking of German is not borne out by the authors' experience, however.) Second are the "regular" non-European languages, like Indonesian and Swahili. The third and largest groups are the languages unrelated to English: Finnish, Hindi, Russian, Thai, Lao, etc. The fourth are languages that are not only unrelated to English, but have unusual writing systems: Arabic, Korean, Chinese and Japanese. State Department personnel are paid according to both the difficulty of the language they must use and how proficient they become at it.

Combinations of English, French and Spanish are most frequently offered by language specialists, followed, at a considerable distance, by German and Portuguese. These common combinations are also the ones most often in demand. English and French are most frequently used for scientific purposes. Rare languages may at times be needed, even urgently, but their overall volume of use and the number of people specializing in them is much lower.

World events occasion special language needs. After the overthrow of the shah of Iran, in 1979, Farsi/English and Farsi/French interpreters were needed for the International Court of Justice in The Hague. The rise of OPEC in the 1970s increased the need for Arabic interpreters, and it was at this time that Arabic was added to the UN's working languages. Changes in U.S.-Soviet relations may increase the need for Russian specialists. Multinational corporations' language needs are dependent on business cycles. Currently, Japanese and Chinese are in growing demand.

U.S. government agencies, especially the CIA, the NSA and Department of State, are currently searching for people with Asian, African and Eastern European language capabilities; speakers of these languages are difficult to find in the U.S. [See Chapter 9 for more information.]

Training

In order to perform adequately, interpreters and translators must have a certain know-how, knowledge of the world, languages and cultures and integrity. The first generation of language specialists, who worked at the early League of Nations and UN meetings, were self-taught or employer taught. Their knowledge was due more to their multinational European background and upbringing than to scholastic effort. Training today has become more formalized because it is increasingly difficult to find competent language specialists.

An undergraduate degree is almost always required of translators and interpreters. This may be a degree in foreign languages, international relations, government or economics. Besides specific training in languages, potential translators or interpreters should have a basic understanding of mathematics, pure sciences, social sciences, history, business administration and economics. An undergraduate preparation in these fields is useful but often must be supplemented by other training in specific areas, such as law, finance or specialized scientific fields.

Without subsequent training, college language majors seldom qualify for well-paying jobs in translation or interpretation. A growing number of new hirees in this field have specialized degrees in translating or interpreting. There are several reasons for this. One is the U.S. educational system, which does not sufficiently stress language-learning at an early age. Other reasons are that more adults are turning to specialized training to update their skills;

there are fewer qualified bilingual speakers; and more people, especially women, view language professions as desirable career options. At present, according to the statistics of the International Association of Conference Interpreters (AIIC), 70% of its members are women.

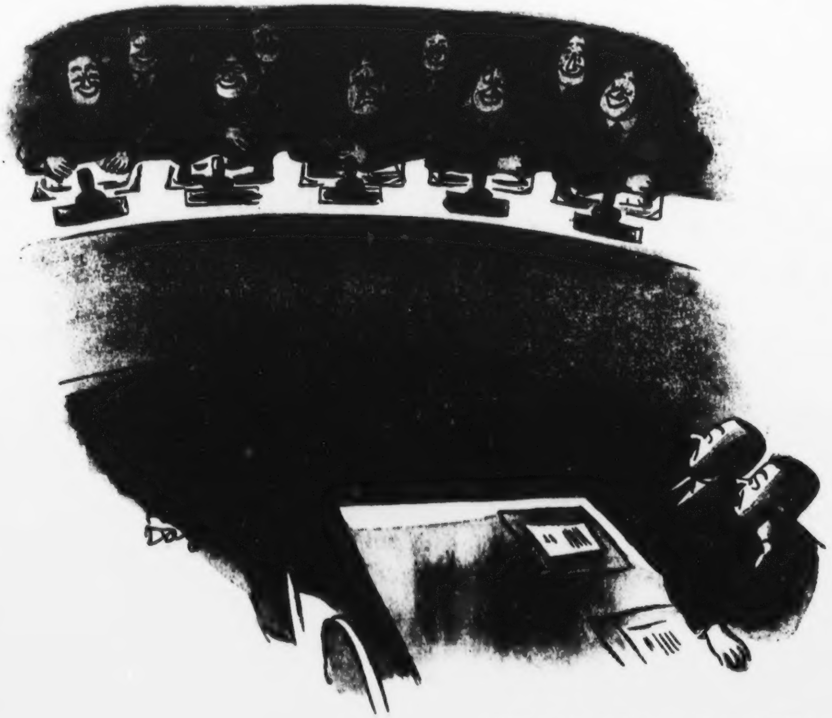
Educational programs for translators and interpreters vary in size, degrees granted and languages offered, and there is a program to suit almost any case and temperament. The younger the student, and the more easily they can get admitted, the longer the program should be and the more should be expected of the student. The American Translators Association publishes a list of schools in the U.S. and makes it available to the public at a nominal fee. [See Chapter 14.]

Schools that accept students as soon as they have finished secondary education normally require a number of general courses and a stay abroad of at least six months. These programs take three to four years and lead to a BA or BS degree. Some students prefer to pursue a general BA degree at a regular undergraduate institution and then add translator/interpreter training at the graduate level.

Universities offering an MA in translation or interpretation often include specializations such as terminology or machine translation. PhDs, which are usually sought by experienced translators or interpreters who want to teach at the university level, are also offered at certain schools. Some universities offer certificate programs, which are available to students pursuing other undergraduate or graduate degrees or which can be taken outside the degree structure in a very condensed form, after a careful screening of applicants. Those pursuing certificates are required to take specialized interpreting or translation courses and to pass a final examination.

Any training program should offer actual practice of what is to be learned. Faculty, too, should practice professionally what they teach, whether it be simultaneous, consecutive, escort or court interpreting or any sort of translating. The university should have a certain commitment to the program. (Do any of the professors have tenure?) It should offer appropriate technical installations: simultaneous equipment of conference quality or, if only escort interpreters are to be trained, portable equipment. Such equipment should be accessible to students outside of class hours. Language laboratories can complement, but cannot replace, such equipment. Students should have access to a variety of lectures in the languages for which specialized training is offered. Audio and video recording facilities are also a must. Word processing and correction software should be available for preparing terminologies and for machine translation.

AIIC statistics show that over 72% of its members have attended some kind of school for language specialists. One reason why such a degree makes a person significantly more qualified is that "fluency" and "proficiency" in a language are rather vague concepts. In reality, few people are so fluent in a language that they can follow lectures and talk confidently on the level of a specialist about, for example, solar energy, cancer treatment or preventing soil erosion. Specialized training programs not only verify that candidates really know the languages (and this includes their native language), but they also make sure that candidates can handle the interface between language pairs, so that they do not make French mistakes in English, Spanish mistakes in French, and the like. During training, students



Drawing by Robt. Day; © 1955, 1983
The New Yorker Magazine, Inc.

"Something seems to have been lost in translation."

learn to handle not only the appropriate vocabulary but also the required subject matter. They learn how to prepare for new topics: where to find information and how to organize it. Above all, students are put in a work-type situation and make their mistakes under supervision in a classroom instead of at the expense of clients.

Other Training Opportunities

Some translation agencies offer internships, usually unpaid, but with the prospect of a working relationship later. The largest ones employ paid trainees who often start at "entry-level" positions doing proofreading and clerical work. Corporations usually lack the time, expertise and desire to train translators on-the-job.

Recent Developments in Translation and Interpretation

The field of conference interpreting expands and contracts in a rather haphazard way, but, as only 5% of the AIIC membership was under 30 years old in 1983, openings will continue to occur. U.S. court interpreting, especially Spanish/English, is also growing. At present, the more technically oriented organizations offer more opportunities for language specialists.

The UN and other organizations have carried out experiments on interpreting via satellite since 1976. They are now able to transmit both picture and sound to interpreters at a remote location and then transmit the interpretations back to the original site. Like teleconferencing, which is increasingly used in the U.S., remote interpreting saves travel time and fatigue, can reach several audiences simultaneously, and can help when security is an issue. The demand for interpreters is expected to increase somewhat as this technology becomes more available and larger teams of interpreters will be needed (because of time-zone differences). What remains to be solved is the question of cost efficiency.

The media offer other potential growth areas for interpreting. Foreign correspondents for U.S. newspapers and broadcast outlets do not always speak foreign languages well enough to translate comments into English. Media, especially television, therefore use language specialists to translate foreigners' comments, or they simply do not use the comments, which can result in a distorted presentation of the facts. The American media are trying to hire more language-capable journalists for overseas work. The European media have for a long time used people fluent in more than one language and thus represent a source of employment for journalistic-minded language specialists.

Translators' working conditions are also changing. Familiarity with translation aids like data bases and electronic dictionary look-ups, the operation and programming of a personal computer and the technique of postediting are becoming requirements.

Overall, a career in translation or interpretation should provide job satisfaction. Young people choosing careers often have illusions about what it will be like to work in a given profession. The daily tasks of language specialists can be quite pedestrian—such as spending a few days and nights working with a draft (should this read "some delegations," "a few delegations," a number of delegates" or is it "many delegations"?) or negotiating the shape of a table around which peace talks will take place. The real satisfaction when you work professionally with languages (and this is just the authors' personal opinion) comes from a job well done, from winning a new client or passing a recruitment test and from mastering the languages.

All-Languages Services, Inc. (ALS)

New York, NY

ALS provides translating services in over 60 languages to a variety of technical and professional entities, including engineering concerns, businesses and the medical field.

Professional staff

ALS employs more than 150 translators, interpreters, revisers and editors. It has a very low turnover rate. ALS rarely hires free lances but will do so when necessary (for example, when there is demand for an exotic or unusual language). All staff members are based in the U.S. Interpreters travel frequently. All employees are encouraged to travel abroad to keep up with their languages.

Qualifications

The overriding qualifications for employment are linguistic ability and an ability to translate technical and professional material. Almost all ALS employees have had experience in a profession. ALS gives a language test to potential employees.

Application procedure

For more information or to apply for a position, contact:

Personnel Director
All-Languages Services, Inc.
545 Fifth Avenue
New York, NY 10017
(212) 986-1688

Berlitz Translation Services (BTS)

Woodland Hills, CA

Berlitz, well-known for its language-training schools, also operates a large translation service. Berlitz Translation Services offers many languages, ranging from Arabic to Vietnamese, Spanish to Greek, and Russian to Korean. It maintains 10 main translation centers in Chicago, Houston, Los Angeles, Miami, New York City, Philadelphia, San Francisco, Tokyo, Toronto and Washington, DC, and has smaller offices in many other cities.

Professional staff

BTS maintains a computerized "resource bank" containing the names of more than 500 contract translators, editors, interpreters, narrators and language consultants. There are approximately 100 permanent staff members, most of whom are professional translators and administrators.

Qualifications

BTS requires a college degree (or the equivalent) for employment. Experience as a translator as well as in a profession or technical field and refined linguistic ability are prerequisites. Translators must successfully complete a series of translation tests.

Internships

BTS will design paid internships for high-school, college and graduate students. Interns without significant language skills work as entry-level production assistants and in clerical positions. Those with language skills do work that helps them train to be translators. BTS works with schools to design appropriate internships. While most of its eight offices will accept interns, no set number are hired annually.

Application procedure

Applications should be directed to the center where you want to work. Contact BTS national headquarters in Woodland Hills, CA, at (800) 367-4336 for the address of the nearest center. The New York address is:

Center Director
Berlitz Translation Services
866 Third Avenue
New York, NY 10022
(212) 486-1212

Lindner Translations, Inc.

New York, NY

Lindner offers translating and interpretating services on subjects as diverse as automotive engineering, admiralty law, fuel-plant engineering and insurance. Turkish, Thai, Arabic and Yiddish are among the languages it offers.

Professional staff

Lindner Translations has a list of several hundred free-lancers. Of these a core group of approximately 50 are called regularly; the others are used perhaps once a month. Approximately 100 people were added to the list in the past year.

Qualifications

Lindner Translations requires an undergraduate or graduate degree, or comparable experience, in specialized fields such as chemistry, physics, finance, telecommunications or law. German, the Romance languages, Japanese, Russian, Arabic and other Asian and South Asian languages, in that order, are useful.

Lindner requires experience in translation and interpretation. Experience abroad is required of all its free lances. Previous work experience abroad is very helpful. Perfect knowledge of English is also required.

Application procedure

All applications and inquiries should be sent to:

Lindner Translations, Inc.
29 Broadway
New York, NY 10006
(212) 269-4660

Rennert Bilingual Translations

New York, NY

Rennert offers translating and consecutive and simultaneous interpreting for large companies and individuals. It also has private language classes. The firm translates a wide variety of documents, including speeches, contracts, articles and catalogs, and works with many subjects, including engineering, advertising and foreign trade.

Professional staff

Rennert maintains a roster of 50-60 free-lance interpreters. This number includes a core group of 20, whom the agency uses regularly, usually about once or twice a week. The agency calls on the other free lances once or twice a month. There are 7 full-time administrators.

Qualifications

Rennert requires an undergraduate degree and prefers applicants to have professional degrees or backgrounds in law, financial, technical, scientific or medical fields. The Romance languages are most in demand, followed by German, Japanese, Chinese, Arabic and Russian. Rennert requires that an applicant have work experience as an in-house translator or proofreader or in a multilingual context. Previous overseas experience is helpful but not necessary; some free lances must travel. Rennert rarely recruits from colleges or graduate schools. Unsolicited résumés are submitted frequently, and applicants are generally chosen on the basis of previous experience and recommendations.

Application procedure

Applications should be addressed to:

Rennert Bilingual Translations
Assistant Director, Translations
2 West 45th Street,
5th Floor
New York, NY 10036
(212) 819-1776

Translation Company of America (TCA)

New York, NY

TCA is a full-service language company.

Professional staff

There are 10 full-time staff, most of whom are translators, and 50 frequently used free-lancers out of a roster of 250. Three people have been hired during the past year to do translating. Both foreign nationals and U.S. citizens are employed.

Qualifications

In addition to knowledge of languages and attention to accuracy, applicants should have a field of expertise. Among the preferred fields of expertise are law, medicine, advertising, education and transportation.

Languages in demand currently, in order, are Spanish, French, German, Japanese, Chinese, Arabic amd Russian. Although experience living abroad is not essential, few people are hired who do not periodically travel overseas to keep up to date with their languages. Previous experience as a translator or interpreter is required for employment. TCA does not recruit.

Internships

College students may apply for paid academic-year or summer internships. Interns do office work and, depending on ability, some proofreading.

Application procedure

For both internships and professional work, contact:

Manager, Translators
Translation Company of America
10 West 37th Street
New York, NY 10018
(212) 563-7054

University Language Services, Inc. (ULS)

New York, NY

ULS offers translation and simultaneous and consecutive interpretation as well as instruction in foreign languages. It can provide these services in many languages, including Farsi, Hawaiian, Tamil and Vietnamese.

Professional staff

ULS maintains a file of approximately 600 free lances. Approximately 100 were added to the file in the past year. Of the 600 names, a core group of 100 is called on regularly.

Qualifications

ULS requires an undergraduate degree and prefers additional knowledge in technical fields, such as computers, law and medicine. Japanese, Arabic and German are in the most demand, followed by the Romance languages, Russian and Chinese. ULS requires previous translating or interpretating experience. Overseas experience and willingness to travel and live abroad are not necessary.

Application procedure

Inquiries should be directed to:

Manager
University Language Services, Inc.
517 West 113th Street
Suite 52
New York, NY 10025
(212) 316-5581

Professional Organizations

The American Association of Language Specialists (TAALS)

1000 Connecticut Avenue, N.W., Suite 9, Washington, DC 20036; (301) 657-2545.

TAALS represents interpreters, translators, reviewers, précis writers, terminologists and machine-translation specialists. The organization publishes a yearbook that indicates the language combinations and ratings of members.

American Translators Association (ATA)

109 Croton Avenue, Ossining, NY 10562; (914) 941-1500.

ATA organizes yearly conventions, which include book exhibits, demonstrations of translating aids and machine programs and job marts. It gives periodic examinations and accreditations in general translation.

International Association of Conference Interpreters (AIIC)

10, Avenue de Secheron, CH-1202 Geneva, Switzerland.

AIIC is the only worldwide association of conference interpreters. It publishes the "Code of Professional Practice and Conduct," negotiates and concludes agreements with large intergovernmental organizations and generally fosters high standards in the profession.

The National Resource Center for Translation and Interpretation

Georgetown University, Intercultural Center 225, Washington, DC 20057; (202) 625-4571; and Department of Comparative Literature, Translation Research and Instruction Program, State University of New York at Binghamton, Binghamton, NY 13801; (607) 777-6763.

The Center enhances high-quality training programs in translation and interpretation and develops outreach materials on the profession. The SUNY Binghamton office concentrates on literary translation and translation theory, and the Georgetown office concentrates on conference interpreting and publishing a newsletter, *The Jerome Quarterly*. General translation is taught at both institutions, and summer instruction is offered. A list of outreach papers and videocassettes is available on request.

Nonprofit Organizations / 8

Introduction

The U.S. has a long and distinguished history of providing aid to the needy of the world, from the time of the Puritans, to whom charity was a daily virtue, to the rebuilding of Europe after World War II. Today much of the assistance provided by American philanthropic organizations is directed to developing countries.

Charitable organizations are referred to in many ways—as nonprofit or not-for-profit organizations (NPOs), nongovernmental organizations (NGOs—some of which have a consultative status with the UN), and private voluntary organizations (PVOs—normally organizations providing development assistance). While there are legal or substantive differences among them, all the organizations share the following attributes: they are private, not-for-profit and, in most Western countries, tax-exempt. Most are supported by voluntary donations, which they receive from individuals, foundations, corporations and government agencies. Some supplement their income through the sale of publications or services.

Unlike businesses whose goal is to make a profit from the sale of products or services, NPOs provide free food relief or free medical care to the poor, educate people about population planning, publish books on important topics (that rarely make the best-seller lists) or organize cultural-exchange programs to acquaint Westerners with people of the Third World.

Most people choose to work in the nonprofit area because they find satisfaction working for something in which they believe, but NPO work is not for everyone. For example, it does not offer the market-oriented excitement that many business people thrive on. The main drawback, for some people, is the low salaries. Some NPO professional salaries start well under $15,000 a year. It is not unusual for middle-range salaries to be less than $25,000. Many senior-level salaries do not top $50,000.

This chapter focuses on NPOs active internationally. Most of the well-known U.S. organizations are profiled below; but this is by no means a complete list. The NPOs have been divided into four substantive categories: research and education; development assistance; youth-oriented; and health and population. There is some overlap among organizations.

Research and Educational Organizations

Research organizations, or "think tanks" as they are sometimes called, are interested in formulating and communicating ideas. Their aims are to publish their views, influence or educate the views of others and change foreign-policy directions. Some do this by lobbying and disseminating their publications. Others take a more passive approach. Some research organizations are nonpartisan and publish only objective educational materials. Others promote a political or ideological cause. The research organizations listed in this chapter run the gamut from nonpartisan to overtly partisan; their missions range from education to advocacy. Their audiences also vary—from policymakers and academics to average citizens.

Most research organizations have a similar structure: a board of directors or governors, which has at least nominal control over the organization; a president responsible for administration and development; senior managers, or vice presidents in charge of public affairs, outreach, development (that is, fund raising) and lobbying. Some organizations have staff who arrange seminars, meetings or trips. Most also have research departments, which may consist of senior fellows or senior researchers/analysts, junior researchers, research associates and assistants and often an editor and copy editor.

Senior research staffs are often made up of former government officials or academics who have devoted their careers to international relations and who are considered experts in their fields. They serve as spokespersons for their organizations, often generating publicity by their appearances on talk shows and radio and before congressional committees and influential groups, as well as articles in the op-ed pages of newspapers and periodicals. International research organizations rarely have overseas staff, although researchers may travel.

Research organizations are generally small; the largest listed below has no more than 240 professional staff. Turnover can be slow and promotions rare. Research organizations offer a small number of entry-level positions, as research assistants or associates, to recent BA or MA graduates. The jobs are highly competitive.

Development Assistance

"Development is not a cluster of benefits 'given' to people in need, but rather a process by which a populace acquires greater mastery over their own destiny," according to a person in the field. The range of "processes" currently being provided to the Third World by development assistance NPOs is phenomenal. Organizations offer small business loans to people who would otherwise not be eligible for loans; or they teach nutrition and health care, agricultural methods and community planning. Some organizations provide emergency food aid. A few help only children; some work solely in a few countries; others concentrate on providing a single form of aid. The larger organizations are involved in many different projects in countries throughout the Third World. Most expend the bulk of their resources on field operations. Their budgets and salaries reflect their organizational purposes.

While these organizations' aims are almost universally applauded, their methods at times have been criticized. In the past, some development assistance organizations omitted local people in their planning and implementation. They used Western staff to analyze a problem, suggest a remedy and carry out a solution. In some cases, this approach worked, but in others it harmed local ecosystems or economic patterns, alienated the local community, wasted money or simply failed to correct the original problem.

Today, this approach, which its critics termed "imperialistic" or "paternalistic," has for the most part been replaced by programs planned with input and help from the locals and designed to promote self-reliance. As one development manager put it, "Gone are the days when . . . staff identified *for* rural villagers and urban slum dwellers how they should improve their lives. . . . Development professionals of today *ask* the people they seek to help and, more important, they *listen* to them." Helping people to help themselves is now the operative catchword of the development assistance field, even among organizations that specialize in providing disaster relief and emergency aid.

The structure of development organizations is similar to that of research organizations, except instead of having a large research staff, they have field (or overseas) staff. Support staff and coordinators usually are based at headquarters, and area managers and field workers based abroad. Development assistance NPOs use only experienced specialists in their field operations. A specialization in this case means a PhD or MA plus overseas experience in a technical field like agriculture, nutrition, community planning or social work.

Because almost no field workers are hired without significant work experience abroad, technical assistance is a difficult field to enter. Finding the first job abroad is the hardest. Although one job does not assure future employment, it is more marketable than no experience.

One way to gain field experience is through the U.S. Peace Corps. [See Chapter 9 for a full description.] The Peace Corps trains Americans who often have had no experience working abroad and then sends them overseas for two-year assignments in developing countries. Personnel managers of the NPOs listed in this chapter said that Peace Corps experience was excellent preparation for development assistance.

Although interning for the headquarters office is good experience for someone interested in development, very few interns are sent abroad. A few organizations, however, do offer internships abroad: Amigos de las Americas [see Chapter 12], YMCA [see youth section], American Friends Service Committee and Save the Children Federation [see development assistance section below].

Another way many people enter the field is through a religious group. U.S. Christian churches are especially active in sending their lay members overseas. People chosen for these assignments usually do a combination of religious organizing and development work. Some national church-related development assistance organizations are listed in this chapter. People interested in this option should also check with their local religious groups.

Another way to get experience abroad is through an educational program. The School of International Training, affiliated with The Experiment in International Living, offers a unique MA degree in intercultural management. It accepts about 50 students yearly. Students are required to do a nonacademic internship abroad in a developing country. Other academic programs, on both undergraduate and graduate levels, offer opportunities abroad although most involve some formal academic study. [See in particular the programs at the University of Minnesota and University of California, Santa Cruz in the internship chapter.]

Health and Population Organizations

The main difference between health-related organizations and the ones included in the developmental assistance section is the nature of the fieldwork. The organizations listed in this section provide medical care and health-related counseling, usually preventive, to peoples of the Third World. Their salaried employees are doctors, nurses, laboratory technicians and people with experience and graduate degrees in nutrition, public health/planning, maternal and child care, epidemiology or family planning. Health-related work experience is almost always required, except for some medical students who work abroad as part of their training.

The health-care field is unique in that it frequently accepts volunteers for its programs abroad. Volunteers generally have not had experience working abroad but do have accredited health-care work experience and graduate degrees. For both volunteer and permanent positions, health-care credentials are more important than international experience or language proficiency.

Youth-oriented Organizations

The organizations listed in this section arrange exchange programs and educational and work experiences abroad. Their programs are aimed mainly at young people, high-school through college age. However, most of the organizations also sponsor shorter programs for young adults and older groups.

Some of the programs listed provide useful work experience for budding internationalists. Others at the least provide international exposure, which is a prerequisite for anyone considering an international career.

The organizations below have been included not only because they provide opportunities to work or study abroad; they are also a source of internationally related employment. Someone interested in international education or intercultural relations would find work at one of these organizations satisfying. One caveat: this is a subset of a small field, so the opportunities are limited in number.

L.J.S.

Research and Education

American Enterprise Institute for Public Policy Research (AEI)

Washington, DC

AEI, a research institution that studies current domestic and international issues, comprises 11 divisions. Each focuses on a specific area, ranging from legal policy to international studies. The latter division approaches international issues by integrating their economic, military and political aspects. It also produces the quarterly *AEI Foreign Policy and Defense Review*. International affairs is also the concern of AEI's Center for Hemispheric Studies and the "Competing in a Changing World Economy Project." One of the nation's largest nonprofit publishers, AEI produces books, studies, journals, reviews, newsletters and legislative analyses.

Professional staff

AEI has a professional staff of 120, 14 of whom were hired in the past year. Eleven research associate and research assistant positions are filled by the personnel manager; senior staff are appointed by the president.

Qualifications

Senior employees usually have advanced degrees, experience in high-level jobs and have published. Research associates and assistants should have an MA and sometimes a PhD in fields related to AEI research programs. Associates must have work experience; assistants need not.

Internships

College students may apply for fall, spring or summer research internships. Summer interns are paid.

Application procedure

Candidates for internships should contact the Internship Director. Other inquiries should be directed to the Personnel Manager:

American Enterprise Institute for Public Policy Research
1150 17th Street, N.W.
Washington, DC 20036
(202) 862-5800

America-Mideast Educational and Training Services, Inc. (AMIDEAST)

Washington, DC

The objectives of AMIDEAST are to develop human resources in the Middle East and North Africa and to promote understanding between the

Arab world and the U.S. These objectives are carried out, in part, through education and information programs. Overseas offices in Egypt, Jordan, Lebanon, Morocco, North Yemen, Syria, Tunisia and West Bank/Gaza assist students interested in studying in the U.S. by providing counseling, orientation programs, translation and certification of academic credentials as well as information on study, testing and admission requirements. AMIDEAST also offers vocational training programs in technical and managerial skills to selected participants. Other activities include research; publications, including books on teaching opportunities and study opportunities in the Middle East and North Africa and various audio-visual productions; a search service to locate personnel for Middle Eastern universities, corporations and development projects; and the organization of study tours.

Professional staff

AMIDEAST has a professional staff of 175, 75 of whom are based overseas. Most of these are foreign nationals. In the past year, 30 persons have been hired.

Qualifications

An MA in international development, Middle Eastern studies or counseling is desired. Knowledge of languages is preferred and Arabic and French are listed as the most important. Applicants should have previous work experience, preferably in international education or student counseling.

Internships

Unpaid internships are available throughout the year, including summer, for both undergraduate and graduate students. Interns are involved in research, writing, personnel and computer work.

Application procedure

Send applications to:

Personnel Manager
America-Mideast Educational and Training Services, Inc.
1100 17th Street, N.W.
Washington, DC 20036
(202) 785-0022

Amnesty International U.S.A. (AI-U.S.A.)

New York, NY

AI is an umbrella organization that sponsors groups in over 50 countries who campaign for the release of "prisoners of conscience," fair and prompt trials for political prisoners and an end to torture and executions. It monitors how well governments preserve individuals' fundamental civil, political, economic, social, religious and cultural rights.

AI's approaches include researching human rights violations in particular countries, sending delegates on research, observation and advocacy missions and documenting and publicizing individual prisoner-of-conscience cases. It appeals to governmental authorities by writing letters detailing abuses and by sending petitions. It also provides information to UN agencies and other international organizations, and it is widely considered to be a preeminent source of information on human rights abuses throughout the world. A network of 3,200 groups worldwide organize work on behalf of some 5,000 prisoners, each group sponsoring at least two prisoners.

AI publishes reports on rights violations, a monthly newsletter profiling prisoners of conscience and a yearbook summarizing allegations against each country.

Professional staff

The U.S. staff comprises 60 professionals. Three were hired in the past year and all work in the U.S. The London headquarters employs some 200 people and does its own hiring.

Qualifications

An undergraduate degree in the social sciences, especially in international relations or political science, is preferred. Strong candidates should have an MA or JD with specialization in international relations, political science or regional studies. Knowledge of foreign languages is preferred, particularly French and Spanish.

AI-U.S.A. is a grass-roots membership organization. Thus, candidates with grass-roots experience in a nonprofit organization, with a local group or with political organizing experience are preferred. At least five years work experience is required. Foreign study or employment is a plus but is not essential. Prospective employees must be willing to travel.

Internships

College students may spend a semester or more assisting with AI-U.S.A. publications. Fluency in French or Spanish is helpful as some interns translate international journals into English. Students should have some political science and international-relations coursework and a good GPA. Students who have worked with an AI-U.S.A. group on their campus often serve as interns. Positions are not paid.

Application procedure

Candidates for either professional or intern positions should contact:

Personnel Department
Amnesty International U.S.A.
304 West 58th Street
New York, NY 10019
(212) 807-8400

The Arms Control Association (ACA)

Washington, DC

ACA is an educational organization that concentrates on national security issues. ACA seeks to create broad public appreciation of the need for arms limitation as a means to enhance national security and promote world peace. Its activities include press briefings, a research and information data base service, conferences and the publication of the monthly periodical, *Arms Control Today*. In addition, ACA participates in or sponsors various publications dealing with different issues of arms control, including the annual *World Military and Social Expenditures*. It has a cooperative agreement with the Carnegie Endowment for International Peace to undertake joint projects.

Professional staff

The professional staff numbers 11. Four are research assistants, two are editors, five are administrative and support personnel. The rest serve as fund raisers, administrators and editors. Six persons have been hired in the past year. None are based overseas.

Qualifications

A graduate degree in national security studies, international relations, political science or journalism is preferred. Knowledge of languages is not generally required, although Russian and French are useful. Applicants should have a minimum of one year of work experience in the national security field.

Internships

Unpaid internships are offered during the summer and academic year to undergraduate and graduate students. Interns should have an interest in national security affairs, good writing and interpersonal skills and office experience. Interns perform substantive research and administrative work. In addition, ACA receives one paid intern from the internship program at the Carnegie Endowment for International Peace [see entry in Chapter 12]. Former interns are occasionally hired for permanent work.

Application procedure

For professional positions, contact the Administrator. For internships, contact the Intern Coordinator. The address is:

Arms Control Association
11 Dupont Circle, N.W.
Washington, DC 20036
(202) 797-6450

The Asia Foundation

San Francisco, CA

The Asia Foundation sponsors a variety of programs throughout East and South Asia. Its programs lend encouragement, advice and assistance for the development of Asian societies. The foundation is particularly interested in fostering political development, constructive social change, equitable economic growth and cooperative international relationships. It sponsors exchange programs to bring Asian legislators, judges, civil servants and journalists to the U.S. to receive training or advanced degrees in their fields and in the American political system. It administers the Luce Scholars program, which sends Americans to Asia, and also sponsors meetings on Asian geopolitical problems. The foundation provides aid to many private organizations in Asia and helps new ones get started, offers grants to strengthen Asian legislative and judicial systems, supports an extensive English language program in Asia, underwrites the costs of conferences on journalism and politics in Asia and provides funds for Asian publications. It is also involved in sponsoring economic development and conservation studies in Asia and sponsors a large book-distribution program called Books in Asia. This program provides about one million books a year to Asian libraries; most books are donated by U.S. publishers.

Professional staff

There are 27 people stationed in the U.S. and 17 overseas in Bangladesh, Indonesia, Japan, South Korea, Malaysia, Pakistan, the Philippines, Sri Lanka, Taiwan and Thailand. During the past year, seven people were hired. Most employees are U.S. citizens.

Qualifications

An MA or PhD in Asian studies, international relations, political science, economics or law is required. Knowledge of Chinese or South or East Asian languages and overseas experience is preferred. At least two years previous experience (for junior officers) in U.S. governmental agencies, nongovernmental organizations, educational institutions or international organizations is required. Employees are required to travel and possibly live abroad.

Internships

The Foundation offers internships to undergraduate or graduate students. It has a formal internship program, which is restricted to University of California, Berkeley, students. These students receive no stipends but are reimbursed for a semester's tuition and transportation costs and are given a book allowance. Other internships are arranged on an *ad hoc* basis, usually during the summer. A small stipend is often offered. Interns' work is dependent on ongoing projects.

Application procedure

Those interested in either internships or employment should contact:

Director of Personnel
Asia Foundation
550 Kearny Street
San Francisco, CA 94108
(415) 982-4640

The Asia Society

New York, NY

The Asia Society was established in 1956 by John D. Rockefeller 3rd to promote cross-cultural understanding between Asia and the U.S. By sponsoring a variety of events on political, economic, social and cultural issues, the Asia Society hopes to improve Americans' understanding of the Asia/Pacific region. The public affairs department offers courses and lectures, issues publications and holds conferences, and conducts public education programs on contemporary developments in Asian civilization. The education and communications department develops learning materials. In addition, the Society holds art exhibits in its galleries and introduces American audiences to both traditional and contemporary Asian arts through its performing arts program.

The Asia Society has regional offices in Washington, DC, Houston and Los Angeles. Each office sponsors a wide variety of events.

Professional staff

The Asia Society has a professional staff of 56, 50 of whom work in its New York office. The others are in the regional offices; they organize events and programs. Twenty people were hired for the New York office during the past year, six for the public affairs department.

Qualifications

The Asia Society usually requires a graduate degree for employment, preferably in Asian studies or international relations. Knowledge of Chinese and Japanese is preferred. For some jobs, two or more years work experience is required. Experience with an international or nonprofit organization is preferred. Willingness to live or travel abroad is not required.

Internships

Unpaid internships can be arranged on an ad hoc basis for the summer, semester or year. Interns may be undergraduate or graduate students; all should have an interest in Asian studies. Interns perform some administrative chores and work on ongoing projects.

Application procedure

Applications for internships or full-time paid positions should be addressed to:

Director of Administration
The Asia Society
725 Park Avenue
New York, NY 10021
(212) 288-6400

The Brookings Institution

Washington, DC

The principal purpose of the Brookings Institution, founded in 1927, is to research, publish and educate the public on public policy issues. Scholars in Brookings' three research programs—economic, governmental and foreign policy studies—conduct 75 projects annually. The foreign policy studies group addresses issues in areas of national security and defense analysis, international economics, trade and regional studies on the Soviet Union, East Asia and the Middle East.

Brookings analyzes and assesses policies and attempts to convey its findings to policymakers, scholars and the public. It also encompasses the Center for Public Policy Education, a program providing conferences and lectures for 3,000 corporate and government executives each year. Brookings publishes books, papers and the *Brookings Review*, which is a quarterly public policy journal addressing current issues and reviewing new publications. Brookings also awards research fellowships for predoctoral study in economics, government and foreign policy. Candidates must be nominated by their university graduate department. No individual applications are accepted. Last year, 13 fellowships were awarded.

Professional staff

Total staff numbers approximately 256. The foreign policy studies staff has about 20 professionals; entry-level staff are not included in this figure. Normally about five or six of these are entry-level research staff. The rest are research associates or senior fellows. The economics division employs 10-12 research assistants, each for a year. Brookings hired approximately 15 people in the past year, 3 for the foreign affairs division. No one is stationed abroad.

Qualifications

For the foreign policy studies staff, research assistants should have an MA or MIA and language skills. Russian, Arabic and Chinese are the most desirable; Japanese is not far behind. For people interested in working as research assistants in defense studies, background in this field is required but foreign languages are not. Some work experience is required. In the economics division, research assistants need only a BA in economics or math. Most research associates and senior fellows hold PhDs, have had previous research or teaching experience and have published works in their field.

Internships

Brookings does not have a formal internship program, although the governmental studies division hosts unpaid college interns on a semester basis. Interns are usually involved in some aspect of research. Candidates should have an academic background and interest in areas dealing with public policy, history, political science and government.

Application procedure

Inquiries relating to professional positions should be directed to the Personnel Coordinator. Persons interested in internships should contact Administrative Assistant—Governmental Studies. The address is:

The Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, DC 20036
(202) 797-6210

The Center for Strategic and International Studies (CSIS)

Washington, DC

CSIS is a public policy research organization that was affiliated with Georgetown University from 1962 to 1987. The Center's primary goals are to anticipate issues and predict crisis situations, to interrelate issues in order to provide an accurate and complete understanding of them, to communicate research to legislators, academicians and the general public. These goals are met through research, conferences and publications.

Professional staff

There are 85 professional staff members at headquarters in Washington, DC. About half are senior fellows and the other half are junior researchers. During the past year, six people were hired. CSIS's overseas studies and outreach are coordinated by three people stationed in Britain, Israel and Japan. Foreign nationals staff the overseas positions.

Qualifications

Researchers normally have an MA. Senior staff have PhDs. Preferred fields are international relations, national security affairs and international economics. Knowledge of foreign languages is a plus. Work experience is generally required.

Internships

Qualified undergraduate and graduate students may apply for unpaid internships, which are offered both during the summer and the academic year. Individual assignments vary, but usually include research, assistance in seminar coordination and liaison work with other related agencies. Candidates should have an interest and background in international affairs as well as a strong background in economics. Knowledge of foreign languages, especially French, Russian or Spanish, is helpful.

Application procedure

Individuals interested in professional positions should contact the Personnel Office. Applications for internships should be directed to the Intern Coordinator. The address is:

The Center for Strategic and International Studies
1800 K Street, N.W.
Washington, DC 20006
(202) 887-0200

The Chicago Council on Foreign Relations

Chicago, IL

The Council promotes public education, conducts research and issues publications on foreign policy topics. Its conference series provides a private forum for leaders to discuss important issues of foreign policy in a multilateral setting. The Corporate Service Program examines various economic issues of interest to the business community. In the field of general education, the Council sponsors varied activities, including numerous public lectures and seminars for high-school teachers. The council issues reports every four years on American public opinion and foreign policy and publishes occasional papers and books. The Council serves as the Illinois coordinator for the Foreign Policy Association's *Great Decisions* program.

Professional staff

The Council has a staff of 20, all of whom are based in the U.S.

Qualifications

Applicants with an MIA or MA in international relations are generally sought for program officer positions. Knowledge of languages and work experience are preferred but not essential.

Internships

Internships are occasionally available to students. Interns perform clerical work and some research.

Application procedure

Application for internships and other positions should be addressed to:

Vice President and Program Director
The Chicago Council on Foreign Relations
116 South Michigan Avenue
Chicago, IL 60603
(312) 726-3860

China Institute in America

New York, NY

China Institute works to advance Americans' understanding of China and serves as a meeting place for the Chinese community in the U.S. In support of these objectives, the institute organizes conferences, symposia and workshops, sponsors an exchange program for physicians, produces and distributes films, publishes studies and holds art exhibits. The institute funds a bilingual vocational program for Chinese immigrants or refugees in the U.S. and offers courses on a wide variety of Chinese-related topics. It also holds social and cultural functions at its New York offices.

Professional staff

The institute has a professional staff of 25. In the past year, six persons have been hired. No one is stationed abroad.

Qualifications

A degree, usually advanced, in Chinese studies, Asian studies or international relations is required. Expertise in Chinese culture, contemporary

China, administration, fund raising or public relations is desired. Knowledge of Chinese is preferred. China Institute does not require previous work experience. Travel or study in China, however, is considered a plus, as are typing skills. Willingness to travel or live abroad is not required.

Internships

Unpaid internships are available during the summer, the semester or the academic year to college students with an interest in China. Interns help implement the institute's programs. They may work in the art gallery, the school or with the exchange or travel programs. Some clerical work should be expected.

Application procedure

Address applications for internships and full-time positions to:

Vice President for Administration and Development
China Institute in America
125 East 65th Street
New York, NY 10021
(212) 744-8181

Coalition for a New Foreign and Military Policy

Washington, DC

The Coalition unites over 58 national, religious, professional, peace, research and social action groups whose common goals are nuclear disarmament, reduced military spending and human rights in Central America and Southern Africa. Organized into three issue areas—budget priorities/military spending, nuclear disarmament and human rights, the Coalition monitors legislation, meets with policymakers, advocates its members' points of view and produces educational resources on issues. Staff members also encourage other grass-roots organizations to lobby. The Coalition publishes numerous resource materials, including legislative updates and the quarterly *Close-Up* newsletter, which seeks to educate citizens on foreign policy issues.

Professional staff

Eight people work at Washington, DC, headquarters. Two were hired during the past year.

Qualifications

Although specific requirements vary for each position, many staff members have JD, MA, MS or PhD degrees. Previous experience, especially with grass-roots organizations or in legislative work, is required.

Internships

The Coalition employs undergraduate and graduate student interns who function as an integral part of a particular program. Previous interns have had the following responsibilities: organizing liaison projects with grass-roots activists, organizing lobbying visits for specific legislation, researching defense issues and monitoring legislation.

Intern applicants should be interested in working for peace and social change, have knowledge of arms control and/or Central America, have had some experience with campus or community organizing and be interested in learning about lobbying and influencing public policy. Interns must make a commitment of at least 12 weeks and are encouraged to stay longer. A small stipend is provided.

Application procedure

For an internship application, write to the Intern Coordinator. For professional positions contact the Personnel Coordinator:

Coalition for a New Foreign and Military Policy
712 G Street, S.E.
Washington, DC 20003
(202) 546-8400

The Council on Foreign Relations

New York, NY

The Council is an educational and research institute that brings together leaders from the academic, public and private sectors. Its goals are to break new ground in the consideration of international issues, to help shape American foreign policy, and to provide continuing leadership for the conduct of U.S foreign relations. It is one of the foremost "think tanks" for international issues. The Council publishes the quarterly *Foreign Affairs* and the annual *America in the World.*

Professional staff

There are 34 professionals on the Council's staff. One person was hired in the past year.

Qualifications

International affairs, history, economics, political science and languages are some of the fields of expertise represented at the Council. Senior staff normally have PhDs and have distinguished themselves in their fields. The few mid-level positions require an MA or significant experience in research, editing, writing or management. Approximately 10 nonprofessional positions are available each year. For these a college degree and secretarial skills are required.

Internships

The Council offers internships to undergraduate and graduate students who have a background in journalism or English. Interns work on *Foreign Affairs*. Usually three interns are taken annually, one each in the summer, fall and spring. The summer position offers a stipend, the fall and spring do not. Intern positions are very competitive and primarily filled by graduate students with international affairs credentials.

Application procedure

Inquiries relating to either professional or internship positions should be directed to:

Personnel Manager
The Council on Foreign Relations
58 East 68th Street
New York, NY 10021
(212) 734-0400

East-West Center (EWC)

Honolulu, Hawaii

EWC, an educational institution, was founded by the U.S. Congress in 1960 to promote better relations and understanding among the United States and the nations of Asia and the Pacific through cooperative study, training, and research. Organized around five problem-oriented institutes—resource systems; population; environment and policy; culture learning; and communications—the Center brings together academic, governmental, civic, business and media leaders to explore issues and to identify possible solutions. EWC annually gives over 1,000 awards in the form of stipends to advanced students, scholars and professionals, which they use to finance research programs. In 1982, the Center introduced its Centerwide Programs, which address East-West issues that fall outside the boundaries of the five institutes. In addition, a Pacific Islands Development Program was recently begun to work with the institutes in developing programs to serve the needs of the Pacific Islands.

Professional staff

EWC has a professional staff of 220, all of whom are based at the Honolulu headquarters. In the past year, 67 people have been hired.

Qualifications

An MA or PhD, preferably in the social sciences, is normally required for employment. Knowledge of Asian languages is preferred; work experience within the Asia/Pacific field is required. As most activities take place in Hawaii, employees and researchers are not required to travel or live abroad.

Internships

Internships are available to undergraduate and graduate students, researchers and potential U.S. and Asian leaders. Interns participate in research in different fields. Positions are paid and last several months to a year.

Application procedure

Applications for internships should be addressed to Student Affairs and Open Grants. For other positions, contact the Personnel Officer:

East-West Center
1777 East-West Road
Honolulu, HI 96848
(808) 944-7111

The Ford Foundation

New York, NY

The Ford Foundation is a private, philanthropic organization that grants funds for activities in areas of urban and rural poverty, resources, human rights, government, education, culture, international affairs and population. Central to the programs it supports is "a special concern for the needs of the severely disadvantaged, including racial and ethnic minorities, low-income women, and refugees and migrants." The Foundation currently has commitments totaling $6 billion.

Initially, the Foundation's activities centered exclusively on projects in the U.S.; today much emphasis is placed on promoting self-help initiatives in Third World countries. The International Department supports individual and institutional research and organizations abroad. Overseas offices in Bangladesh, Brazil, Egypt, India, Indonesia, Kenya, Mexico, Nigeria, Peru and Senegal oversee projects funded by the Foundation in conjunction with the New York headquarters.

Professional staff

The Foundation employs 132 professionals in the U.S. and 61 overseas. U.S. employees serve as program officers, assistant program officers, accountants, lawyers and administrators. Personnel abroad are mainly program officers and assistants and include both U.S. citizens and foreign nationals. During the past year, 15 professionals were hired, 4 for the international department.

Qualifications

A graduate degree in economics, political science, rural sociology, area studies, developmental studies, agricultural economics, law or the social sciences is preferred for employment. Knowledge of Spanish, French or Arabic and/or willingness to learn new languages is required for positions abroad. Applicants for these positions should have overseas experience, preferably in a developing country and in a field related to their area of expertise, and be willing to live and travel abroad.

Internships

The Foundation offers paid summer internships in New Delhi, India; Lima, Peru; and Mexico City, Mexico. Interns assist program officers in reviewing funding requests, preparing program reports and evaluating completed reports. Internships are also available in the U.S. in projects on rural and urban poverty, international affairs and human rights. Interns work full time and receive a monthly stipend of $1,000 to $2,000.

Applicants should be graduate students in the social sciences, area studies, international affairs, political science or related fields; they should have analytical and conceptual skills and be good writers. Fluency in Spanish is required for the Lima and Mexico City programs. Applicants for the human rights projects may be law students. Applicants are required to submit a résumé, a writing sample, a brief statement of career aims and a list of three references by mid-April.

Application procedure

For information on specific internships available and for inquiries concerning staff positions, contact:

Manager, Employment and Training
Personnel Services
The Ford Foundation
320 East 43rd Street
New York, NY 10017
(212) 573-5000

Foreign Policy Association (FPA)

New York, NY

FPA is a national, nonpartisan organization dedicated to the education of American citizens on foreign policy. Through its publications—the annual *Great Decisions* study and discussion guide, the bimonthly *Headline Series* and special reports on timely topics—meetings, lectures and special events, FPA seeks to stimulate wide interest, more effective participation in and greater understanding of world affairs among American citizens. FPA's major events are open to the public.

Great Decisions, FPA's largest educational program, involves citizens in study and discussion of foreign policy issues in communities across the nation. More than 250,000 individuals take part in *Great Decisions* discussion groups each year and millions more increase their understanding of the issues from radio, television and newspaper articles on the eight annual *Great Decisions* topics.

Professional staff

The professional staff numbers 16, 3 of whom were hired in the past year.

Qualifications

Professional staff openings require an undergraduate or graduate degree in political science, history, government or international relations. Knowledge of foreign languages and experience abroad are not necessary. Some jobs require previous experience, although FPA has a rather high proportion of entry-level positions.

Internships

Undergraduate and graduate students may apply for unpaid internships offered during the summer and academic year. Interns are usually placed in the editorial or public affairs departments and assist editorial staff on research or writing and the public affairs staff on marketing FPA materials.

Application procedure

Inquiries relating to professional positions or internships should be directed to:

Director of Business Administration
Foreign Policy Association
205 Lexington Avenue
New York, NY 10016
(212) 481-8450

The Heritage Foundation

Washington, DC

The Heritage Foundation is a research organization with a public policy agenda based on principles of free-market economy, limited government and strong national defense. Based in Washington, the organization "functions as the nerve center of conservative policy-making in Washington" through a variety of publications and activities directed at Washington legislators and policymakers and the national news media. Researchers working in the domestic and foreign policy divisions, the United Nations Assessment Project and the Asian Studies Center prepare papers pertaining to current issues.

The foundation puts out a variety of publications, including the quarterly *Policy Review,* the *Critical Issues* monograph series and over 200 *Backgrounder* policy papers each year. It also sponsors lectures, debates and meetings. The Heritage Resource Bank comprises 1,000 scholars and 450 research organizations who assist the organization in reaching out to Washington movers and shakers.

Professional staff

The Heritage Foundation employs some 54 professionals. There are approximately 35 people in domestic and international research positions. Approximately 20 are policy analysts, 4 are research assistants and the rest are senior scholars and management. During the past year, six people were hired, three for internationally related work.

Qualifications

Most senior scholars have advanced degrees and significant academic and government experience. Policy analysts generally have MA or PhD degrees in particular areas. These people do not normally need prior work experience to be considered for employment. Research assistants are entry-level personnel who often have only a BA. Some are hired directly out of college. Knowledge of languages is desirable, but not necessary.

Internships

Undergraduate and graduate students may participate in semester or summer internships in one of the research departments. Work involves assisting policy analysts by doing basic fact-gathering, library research and clerical duties. Prospective interns should demonstrate a commitment to the conservative goals favored by the Heritage Foundation as well as an interest in world affairs. Summer positions are paid; semester positions are not.

Application procedure

Individuals qualified for professional positions should contact the Senior Vice President, Research. Those interested in internships should send résumé and cover letter to the Director, Resource Bank. The address is:

The Heritage Foundation
214 Massachusetts Avenue, N.E.
Washington, DC 20002
(202) 546-4400

Hudson Institute

Indianapolis, IN

Hudson is a policy research organization. Under the leadership of the late Herman Kahn, its founder, Hudson pioneered the use of "scenarios" to help policymakers analyze issues and reach long-range decisions. Today this approach is applied to five main areas of research: economic and domestic policy, education and employment policy, energy and environmental policy, national security and business. The Institute conducts both contract research and noncontract studies.

Professional staff

Hudson employs a professional staff of 40 people, 10 of whom are junior-level research analysts. During the past year, 15 people were hired. Hudson also has offices in Alexandria, VA, and Montreal, Canada.

Qualifications

Professional staff members have advanced degrees in a variety of science and social science disciplines, including economics, national security, foreign affairs and education. Senior staff are recognized specialists in a wide range of disciplines. Junior staff—the research analysts—generally have BAs or MAs and some previous experience in the field. Knowledge of languages is preferred, with Spanish, French, Japanese and Russian being the most useful.

Internships

Hudson offers the "Herman Kahn Fellowship" for graduate students who have completed all their coursework for a doctorate but have not started their dissertation. A substantial stipend is offered in exchange for part-time work doing policy research at the Institute. About three fellowships are awarded a year in fields such as national security, international or domestic economic or educational policy.

"J.B. Klaptrack, our research wizard."

© Al Ross—Rothco Cartoons

Application procedure

Applications should be directed to:

Vice President, Finance and Administration
Hudson Institute
620 Union Drive
P.O. Box 648
Indianapolis, IN 46206
(317) 632-1787

Institute for Food and Development Policy (Food First)

San Francisco, CA

Food First is a research organization that investigates hunger, agricultural policies and the economics of farming in developing countries. It publishes a variety of books on these topics; most are staff written. Food First accepts no corporate or government funds so that it can carry out independent research.

Professional staff

There are 15 people on the staff, none stationed abroad. In the past year, eight were hired, three for writing and research.

Qualifications

Qualifications vary according to the position. Applicants should be knowledgeable about Third World agriculture, nutrition and health and, in some cases, should have an understanding of U.S. agricultural policies. Knowledge of Spanish is helpful but not required for the institute's Latin American research work.

Internships

Nonsalaried internships of varying length are offered to students. The length of the internship is negotiable. Duties include assisting with educational outreach, research and media projects. Intern qualifications are a commitment to the specific project, self-motivation and initiative.

Application procedure

For permanent positions, write to the Managing Director. For internships, contact the Volunteer Coordinator.

Institute for Food and Development Policy
1885 Mission Street
San Francisco, CA 94103
(415) 864-8555

Institute for International Economics

Washington, DC

Devoted to the study and discussion of international economic policy, the Institute seeks practical, new approaches to problems confronting the international economic community. It sponsors speeches and conferences and publishes its studies.

Professional staff

The Institute employs 15 professionals in the U.S., none overseas. Professional research positions include senior fellows, research associates, visiting fellows and research assistants.

Qualifications

Research assistants typically have a BA or an MA degree in economics, international relations or public policy and have little or no professional experience. As they assist Institute Fellows in all aspects of their work, they must be familiar with the relevant issues. Desirable skills include report writing, computer programming and statistical analysis. Knowledge of Spanish, Japanese, German or French is preferred. These attributes notwithstanding, the Institute also encourages applicants who lack a conventional background but have special academic or work experience. There is little turnover in senior-level positions that call for advanced degrees or significant work experience.

Application procedure

Write to:

Assistant to the Director
Institute for International Economics
Suite 620
11 Dupont Circle, N.W.
Washington, DC 20036
(202) 328-0583

Institute for Policy Studies (IPS)

Washington, DC

IPS is a center for research, education and social intervention with concerns focusing on national security, foreign policy, international economics, human rights and domestic issues. IPS conducts studies, holds conferences, publishes books, papers and a journal and sponsors the Washington School, which offers noncredit courses on public policy, political thought and culture. IPS has a sister organization, the Transnational Institute, based in Amsterdam, the Netherlands, which consists of European scholars and activists. IPS also offers a doctoral program in conjunction with Temple University's Union Graduate School in Washington, DC.

Professional staff

IPS employs 40 people in its Washington, DC, headquarters. Half of these are research or administrative assistants; the rest are senior staff. In addition, 10 associate fellows are stationed in the Netherlands, France and England. Two people were hired for Washington-based positions in the past year.

Qualifications

Research and administrative assistants are entry-level positions. They typically require a BA and either experience as a researcher or a promising undergraduate record. About half the assistants have MAs or MIAs. Fields sought vary with projects. Languages are not necessary for most positions, although some researchers must speak and use Spanish.

Internships

Both semester and summer unpaid internships are open to college students who have an interest and experience in either U.S. domestic or foreign policy. Responsibilities include research, independent study and administrative assistance.

Application procedure

Applicants interested in staff positions should contact the Personnel Director. Inquiries pertaining to internships should be directed to the Intern Coordinator. The address is:

Institute for Policy Studies
1901 Q Street, N.W.
Washington, DC 20009
(202) 234-9382

International Institute for Environment and Development (IIED)

Washington, DC

IIED's "central purpose is to halt and reverse the threats to our ecological underpinnings from which drought, flood and famine so often result." IIED is currently working in 23 countries of Latin America, Africa and Asia in areas such as energy, human settlements, marine environment and tropical forestry. In these countries and in industrialized ones, IIED gives advice to policymakers and professionals and "quietly advocates changes" when necessary. IIED has offices in Washington, DC, London and Buenos Aires.

Professional staff

The professional staff numbers 25 in the U.S., 30 overseas. There are usually three junior-level research positions on the U.S. staff. During the past year, three professionals were hired. Openings for overseas positions are usually filled by foreign nationals hired in London.

Qualifications

Applicants for the junior-level positions should have a BA degree and either be working toward or have already completed an advanced degree in a scientific, economic or internationally related field. They should also have knowledge of natural resource management or policy analysis. Senior-level positions are open only to people with a PhD or significant experience. Proficiency in French, Spanish or German is often required and previous work in a developing country is useful. Applicants must be willing to travel.

Internships

IIED occasionally offers unpaid internships to graduate students. Internships can be arranged for the summer or academic year and involve work on various Institute projects.

Application procedure

For internships and staff positions, write to:

Deputy Director
International Institute for Environment and Development
1717 Massachusetts Avenue, N.W.
Suite 302
Washington, DC 20036
(202) 462-0917

The Nature Conservancy International Program

Washington, DC

The Nature Conservancy is a membership organization devoted to the protection of the natural environment and its biological diversity. Conservation goals are pursued through a tripartite approach, which includes identification of endangered ecosystems, performance of various land conservation techniques and the operation of land preserves to serve as laboratories for environmental research and education.

The International Program works with foreign governments and conservation groups to establish wildlife and habitat preserves. Current regions of assistance are Canada, the Caribbean and Central America. The International Program has also established conservation data centers in six Latin American countries.

Professional staff

Rosslyn, VA, headquarters maintains a staff of 250 people, 40 of whom were hired in the past year. The International Program includes 30 people, 3 of whom are stationed in Latin America. Two of the three are U.S. citizens. The rest work in Washington, DC, as country program directors, scientists, fund raisers, researchers and administrators.

Qualifications

The country program directors are people with in-depth knowledge of foreign countries in which the Conservancy has programs. They are often foreign nationals and are not required to have specific degrees, just the proper experience. The administrators have law or business backgrounds, whereas most of the rest of the staff have advanced degrees, usually MAs or MSs. Fluency in Spanish is often required for international positions. At least two to three years previous work experience in either business or a conservation organization is required for domestic positions. Employees must be willing to travel.

Application procedure

Applications should be directed to:

Director of Administration
The Nature Conservancy International Program
1785 Massachusetts Avenue, N.W.
Washington, DC 20036
(202) 483-0231

Overseas Development Council (ODC)

Washington, DC

ODC seeks to increase Americans' understanding of the economic and social problems of developing countries and to promote consideration of development issues. To meet these goals ODC does research, promotes public education and produces publications on issues such as energy, trade, agricultural development, foreign aid and international debt. It also organizes discussions and seminars for government officials and development specialists and gives press briefings.

Professional staff

ODC has a professional staff of 17 in the U.S., none overseas. Approximately three people are junior research staff. In the past year, two persons were hired.

Qualifications

A graduate degree in economics (with emphasis on development, international finance or trade) or international relations is sought. Junior-level researchers normally have an MA in specific development-related fields, have often worked at ODC as interns and do not have significant work experience. Senior researchers have either an MA or PhD and have had a good deal of Third World research experience.

Internships

Unpaid internships are available to graduate students or undergraduates with an interest in development issues and a strong academic background. Intern positions can be arranged throughout the year.

Application procedure

For internships, write to the Intern Coordinator. For professional staff positions, write to the Business Manager:

Overseas Development Council
1717 Massachusetts Avenue, N.W.
Washington, DC 20036
(202) 234-8701

Tolstoy Foundation, Inc. (TF)

New York, NY

TF's central purposes are to assist refugees of all nationalities with immigration processing, resettlement counseling, and social and economic aid; to manage nursing homes and homes for the aged in the U.S. and abroad; and to preserve tenets of Russian culture. Sixteen offices in Europe, the Middle East and Latin America carry out programs of the foundation in conjunction with New York headquarters. Recently TF has assisted refugees from Cambodia, Hungary, Laos, the Soviet Union, Tibet, Uganda and Vietnam. In the U.S., cultural activities and educational functions are held at TF's center in Valley Cottage, NY. The center also houses one of TF's 12 homes for the aged.

Professional staff

The domestic professional staff numbers 15. It is responsible for 13 of the overseas staff; the local government or the U.S. government oversees other personnel, some of whom are foreign nationals. Three professionals were hired in the past year.

Qualifications

A college or graduate degree in social service, immigration law, humanitarian affairs or fund raising is desired. Knowledge of languages and cultures is required and Russian, German, Polish, Czech, Rumanian, Hungarian, Laotian, Cambodian, Vietnamese, Pashto and Persian are all very useful. Applicants should have previous experience in an area such as resettlement counseling, social work or job placement. In some cases, particularly in ethnic affairs, experience overseas is required .

Application procedure

Write to:

Executive Director and Chief Executive Officer
Tolstoy Foundation, Inc.
200 Park Avenue South
New York, NY 10003
(212) 677-7770

United Nations Association of the U.S.A. (UNA-USA)

New York, NY

UNA-USA is a national organization that conducts programs of research, study and information to heighten U.S. public awareness and knowledge of global issues and their relationship to the UN. It seeks to encourage multilateral approaches in dealing with these issues, build public support for constructive U.S. policies on matters of global concern, and enhance the effectiveness of the UN and other international institutions. It coordinates a national UN Day program, analyzes current international economic problems through its Economic Policy Council, and works with business executives through its Corporate Council for International Policy. It conducts parallel programs with the Soviet Union, Japan and China and prepares background materials for the Model UN project. Publications include fact sheets on the UN, the annual *Issues Before the General Assembly, Washington Weekly Report* and *The Inter Dependent* newspaper, published six times a year.

Professional staff

The professional staff numbers 20. One person has been hired in the past year. There are about seven entry-level positions, which entail research and administrative work. The rest are directorial or vice-presidential jobs.

Qualifications

Besides a working knowledge of the UN, a college degree, preferably in international relations, is required for entry-level positions. A minimum of one year previous work experience in an international organization or other relevant institution is also necessary. Knowledge of languages is not required. For directorial positions, an MA and substantial work experience are required.

Internships

Unpaid internships involving research into international issues can be arranged throughout the year for undergraduate and graduate students. Interns should have good research skills and good writing abilities.

Application procedure

Résumés for internships and professional positions should be sent to:

National Program Director
United Nations Association of the U.S.A.
300 East 42nd Street
New York, NY 10017
(212) 697-3232

U.S. Committee for UNICEF

New York, NY

The Committee conducts fund raisers for and promotes public awareness of worldwide hunger, underdevelopment and United Nations Children's Fund (UNICEF) programs. It produces a variety of publications and educational materials, including a quarterly newsletter, *News of the World's Children,* which discusses current UNICEF projects and campaigns. The U.S. and other national committees throughout the world constitute one of the funding sources for UNICEF; the other sources are direct government contributions and greeting card sales.

Professional staff

Headquarters in New York employs approximately 60 professionals, 6 of whom were hired in the past year. Most staff perform fund raising, public affairs and administrative jobs. There are no full-time researchers.

Qualifications

All staff should have a basic understanding of the UN and its functions. Although a college degree is not always required, experience in international relations, management, marketing, data processing or business administration is desirable. Neither overseas experience, knowledge of languages nor willingness to travel is required.

Internships

Unpaid internships are open to high-school, college and graduate students. Interns are involved in marketing and research projects and assist in working with volunteer, community and campus groups.

Application procedure

Individuals interested in professional positions should contact the Vice President, Human Resources and Administration. Students interested in internships should write to the Internship Coordinator. The address is:

U.S. Committee for UNICEF
331 East 38th Street
New York, NY 10016
(212) 686-5522

Washington Office on Latin America (WOLA)

Washington, DC

WOLA was founded in 1974 to monitor "human rights practices and political developments in Central and South America and the formulation and implementation of the United States' Latin America policies." It provides information and analyses to policymakers, the media, academics and others in an effort to promote informed debate on U.S. policy in Latin America, and it sponsors seminars and conferences in which prominent Latin Americans and area experts are invited to address issues such as human rights and social justice. WOLA also publishes pamphlets and several newsletters, including "Latin American Update" and "Washington In Focus."

Professional staff

WOLA has a professional staff of eight, all of whom work in the U.S. Most staff members do research on and monitor developments in particular areas of Latin America. Two people were hired in the past year.

Qualifications

A BA or an MA degree in Latin American studies, political science or foreign affairs is preferred. Applicants should know Spanish or Portuguese and have 2-5 years previous experience, preferably in the legislative or foreign policy area. Living overseas in or having a detailed understanding of an area of Latin America is necessary for most positions. Staff should be prepared to travel abroad.

Internships

Unpaid, semester-long internships are available to undergraduates majoring or specializing in Latin American studies. Interns help to organize conferences, receptions and briefings, run errands, cover hearings and perform clerical duties.

Application procedure

Apply to:

Office Manager
Washington Office on Latin America
110 Maryland Avenue, N.E.
Suite 404
Washington, DC 20002
(202) 544-8045

World Policy Institute

New York, NY

The Institute is an educational organization that formulates and promotes practical policy recommendations on U.S. and world economic and security issues. Programs emphasize the development of positive initiatives that reflect the shared needs and interests of all nations. Projects include the quarterly *World Policy Journal;* the Security Project, an ongoing effort to bring fresh economic and military proposals to the attention of policymakers and the media; and a public education program that supplies materials to high-school, college and graduate-level educators and students.

Professional staff

The Institute employs 15 people, one of whom was hired in the past year. None are based abroad.

Qualifications

The Institute looks for applicants with backgrounds in international studies or economics or with expertise in Soviet, African, Asian or European affairs. Entry-level applicants normally have a BA and appropriate work experience; upper-level positions require advanced degrees. Knowledge of languages is not required but can be helpful. Strong candidates often have experience in writing, editing, administration or fund raising. Willingness to travel is required for some positions.

Internships

Unpaid internships for undergraduate or graduate students are occasionally available for specific projects. Interns do research, writing, editing or clerical work for the public education program and/or *World Policy Journal.*

Application procedure

Résumés should be directed to:

Vice President for Finance and Administration
World Policy Institute
777 United Nations Plaza
New York, NY 10017
(212) 490-0010

Development Assistance

ACCION International/AITEC

Cambridge, MA

ACCION International/AITEC (Accion International Tecnica) is dedicated to generating new employment and income opportunities through credit and "micro-business" programs in poor urban and rural communities of Latin America, the Caribbean and the U.S. Micro-businesses are labor-intensive, small-scale, family-owned and -operated with a limited amount of capital. ACCION personnel stationed in Bolivia, Colombia, Costa Rica, the Dominican Republic, Ecuador, Mexico and Peru serve as technical advisers in programs focusing on the development of appropriate enterprises specific to Third World resources, markets and needs. ACCION also sponsors workshops and development education programs in communities throughout the Americas. It publishes several books, reports and manuals on enterprise projects.

Professional staff

U.S. staff includes 11 people, 2 of whom were hired in the past year. Overseas posts employ nine people; two were recently hired.

Qualifications

A BA or MA in business, international development, Latin American studies, economics or public administration is a general requirement for ACCION employees. The ability to speak Spanish or Portuguese is required as is four years of previous work on small business or credit programs in Latin America or the Caribbean. Willingness to travel and live abroad is required.

Internships

Semester-long unpaid internships are available for undergraduate and graduate students. Qualifications include some knowledge of international development and basic Spanish. Potential interns should also have an interest or experience in Latin America and specialized skills in writing, fund raising and business.

Application procedure

Persons interested in professional or intern positions should write to:

Assistant to Director
ACCION International/AITEC
1385 Cambridge Street
Cambridge, MA 02139
(617) 492-4930

American Friends Service Committee (AFSC)

Philadelphia, PA

AFSC, a humanitarian Quaker organization, which received the Nobel Prize in 1947 for "silent help from the nameless to the nameless," seeks to address social and economic inequalities and promote global peace. Recent projects have included emergency food relief to drought-stricken areas of Africa and Brazil; agricultural projects in Kampuchea and Lebanon; a peace education program to inform people throughout the U.S. on disarmament, apartheid, and the Central America and Middle East conflicts; an ongoing research project to probe U.S. military operations; and legal aid centers in Israel and Florida to assist Palestinians and Central American refugees.

Professional staff

There are approximately 375 staff combined in the national office and in the 9 regional offices in the U.S. In the past year, approximately 60 people were hired. Overseas bases in Africa, Latin America, the Middle East and Southeast Asia employ 25 persons. The staff is assisted by hundreds of volunteers. Overseas positions are not salaried, although living, travel, insurance and home expenses are covered; there is also a savings plan.

Qualifications

Although no specific academic degrees are required, work experience in grass-roots community development, agriculture, income-generating projects and events organization is highly regarded. Fluency in French, Spanish or Arabic is required for overseas work; knowledge of African dialects or Asian languages and experience living in a developing country are also often required. Willingness to travel and work abroad, sometimes in considerable isolation, is essential.

Internships

Undergraduate and graduate students may apply for a limited number of U.S.-based, unpaid intern positions. Although internships are developed on an individual basis, responsibilities generally include program research and office work. Background should include previous experience in areas of AFSC programs and the ability to work independently.

AFSC also sponsors a community service program in Mexico. Participants, between the ages of 18 and 26, work in small villages. A knowledge of Spanish and interest in Latin American culture is required. A fee of about $500 for a six- to seven-week project is charged.

Application procedure

For both intern and permanent positions, write to:

Recruitment
American Friends Service Committee
1501 Cherry Street
Philadelphia, PA 19102
(215) 241-7000

American Jewish Joint Distribution Committee (JDC)

New York, NY

Established in 1914 to provide aid to Jews in Palestine, the JDC has since served as the overseas arm of the American Jewish community. The many services the JDC has helped fund and develop in conjunction with local agencies include neighborhood committees, community health centers, early-childhood programs, gerontological services and centers, mental-health clinics, services for handicapped children and schools. In Western Europe, JDC supports education and employment programs, helps Jewish emigrants from North Africa and Eastern Europe, and funds the European Council of Jewish Community Services, which serves as a central organization of the European Jewish community. Assistance to Jews in East European countries consists of clothing, medical services, homes for the aged, Kosher kitchens and meals, cultural activities, camps and religious supplies. Similar aid is distributed to Jews in Muslim countries, Latin America, Africa and Asia. Worldwide programs include Jewish education, shipments of Passover supplies and the Interfaith Hunger Appeal (IHA), established jointly by the JDC, Catholic Relief Services and Church World Services. The IHA attempts to focus American attention on the issue of world hunger.

Professional staff

The U.S. headquarters staff comprises 14 people; 3 were hired during the past 12 months. In addition, 16 professionals are stationed in Israel, Latin America, North Africa and Western Europe. In the past year, one person was hired for work abroad. Overseas staff is responsible for managing programs, most of which are conducted locally, and for providing guidance and consultation in areas of program development and community organization.

Qualifications

A master's degree in social work, public administration or areas relating to human services, planning and program management is useful. Persons active in the Jewish community and experienced in Jewish services are preferred. Knowledge of French, German, Hebrew, Russian, Spanish or Yiddish, depending on the country in which one is stationed, and two years experience in the social and human services or work abroad is required.

Internships

Opportunities are limited and by special arrangement only. Postions are for graduate students. JDC offers interns a stipend to cover living expenses.

Application procedure

Write to:

Director, Budget and Planning
American Jewish Joint Distribution Committee
60 East 42nd Street
New York, NY 10165
(212) 687-6200

American Near East Refugee Aid (ANERA)

Washington, DC

Established in 1968 after the Arab-Israeli Six-Day War, ANERA provides financial assistance to social and economic development projects for Palestinians in the Middle East. Economic support takes three forms: funding for community and economic development projects; in-kind and cash assistance for various health programs; and support for education through the provision of scholarships. ANERA also seeks to promote peace in the Middle East by increasing Americans' understanding of this region.

Professional staff

ANERA has a professional staff of 12, 5 of whom, mostly foreign nationals, are based in the West Bank office. In the past year, ANERA has hired two professionals for the Washington, DC, headquarters and two for abroad.

Qualifications

An undergraduate or graduate degree (MA or PhD) in economics, engineering or agronomy is most useful for employment. Knowledge of Arabic is preferred and work experience required. Applicants should have 2-5 years experience in overseas field work. For some positions, a willingness to live abroad is a requirement.

Application procedure

Address applications to:

President
American Near East Refugee Aid
1522 K Street, N.W. #202
Washington, DC 20005
(202) 347-2558

Appropriate Technology International (ATI)

Washington, DC

ATI is dedicated to adapting science and technology to the specific conditions of Third World countries and designing development strategies that incorporate local institutions and people. Appropriate technology can be any equipment or system, from the simplest tool to the most complex factory, that will be cost-effective for a particular group of people to use. ATI works with foreign governments and with private local organizations to deliver, disseminate, evaluate and replicate its activities throughout Africa, Asia, Latin America and the Caribbean. Its projects focus on small farms, local mineral extraction and agriculture.

Professional staff

ATI's operations are managed by a staff of 45 located at Washington, DC, headquarters. All functions, including finance and administration, technology and enterprise development, evaluation and field operations, are directed through this office. Eight people have been hired in the past year, four for international work.

Qualifications

An undergraduate degree in engineering, economics or business; an MA, MBA, MPA or MS in similar fields or concentration in small business and rural industries development are all useful educational backgrounds. Knowledge of Spanish or French is required. Three to five years previous work experience abroad or in rural industries development is essential for employment. Employees must be willing to travel.

Internships

Paid summer or semester internships for college or graduate students doing research are available.

Application procedure

For internship program, contact the Director, Planning and Development. For professional employment, write to:

Director, Finance and Administration
Appropriate Technology International
1331 H Street, N.W.
Washington, DC 20005
(202) 879-2900

The Pearl S. Buck Foundation

Perkasie, PA

The Pearl S. Buck Foundation is dedicated to the education and general welfare of Amerasian children abandoned overseas by American servicemen. Much of the Foundation's work is carried out through its overseas offices in Okinawa, the Philippines, South Korea, Taiwan and Thailand. These offices provide education, nutrition services, preventive health care, medical assistance and vocational training in an effort to enable Amerasian children to become "healthy and productive citizens in their native countries." Programs are funded through individuals who donate $24.00 a month to sponsor a child. In addition to these activities, the Foundation provides assistance to American fathers searching for their children in Asia. It is also involved in refugee work: it creates matches between Amerasians who hope to immigrate to the United States and families who wish to sponsor them.

Professional staff

The foundation has a professional staff of 35 in the U.S. Approximately 10 Americans are employed in overseas offices, which are staffed by about 150 foreign nationals. Four people were hired in the past year.

Qualifications

The Foundation prefers applicants to have an MA in international relations or an MBA with administration or accounting backgrounds. Knowledge of languages is necessary, and Chinese, Japanese, Thai, Tagalog and Korean are listed as most important. Applicants should also have previous work experience; employment in the Third World is most desirable. A willingness to live abroad is required of all employees.

Application procedure

Applications should be sent to:

The Executive Director
The Pearl S. Buck Foundation
P.O. Box 181
Perkasie, PA 18944
(215) 249-0100

CARE, Inc. (Cooperative For American Relief Everywhere)

New York, NY

Dedicated to improving the lives of the poor throughout the world, CARE's projects are aimed at aiding developing countries achieve social and economic well-being and self-sufficiency. CARE is one of the largest and most varied organizations providing technical assistance, with an annual budget of over $280 million. Its projects include emergency relief for disaster victims and a host of programs to improve nutrition, health, employment and educational conditions. CARE also advocates public policies that support its ends. Operations are based in 38 countries throughout Africa, Central and South America, South Asia and Southeast Asia. U.S. headquarters and field offices are responsible for fund raising and public relations while overseas staff monitor and administer CARE's many programs.

Professional staff

The staff of CARE is divided among three divisions. New York headquarters employs 125 people; U.S. field offices employ 70; and overseas missions employ 200. In the past 12 months, 124 people were hired, mostly for domestic positions.

Qualifications

An undergraduate degree with specialization in international development or an MA, MS or MPH are required for employment. A minimum of two years field work in a developing country, as well as the ability to speak French or Spanish, are essential qualifications. Employees must be willing to travel or live abroad.

Internships

Graduate students working on masters degrees in nutrition or forestry are eligible for paid internships. Interns work with nutritionists and natural resources project managers in researching and writing overseas mission reports. Internships last for one or two semesters.

Application procedure

Inquiries relating to domestic positions and internships should be addressed to Human Resources. Overseas jobs are handled through International Recruitment. Both departments are at the following address:

CARE, Inc.
660 First Avenue
New York, NY 10016
(212) 686-3110

Church World Service

New York, NY

CWS is the relief, development and refugee assistance arm of the National Council of the Churches of Christ in the U.S. CWS operates through 72 colleague agencies in some 58 countries of Africa, Asia, the Caribbean, Latin America, the Middle East and the Pacific; it has few employees abroad directly involved in administering aid. Projects include a material-resources program, which distributes over $6 million worth of clothing, agricultural supplies and food; a $7 million program to help refugees toward self-sufficiency and relocation; an immigrant resettlement and sponsorship network, which has provided legal assistance, counseling and English instruction to help over 6,000 immigrants a year assimilate in the U.S. CWS also sponsors a public education program and publishes a bimonthly magazine, *CWS Connections*.

Professional staff

The U.S. staff of 72 works in 4 main offices, which are located in New York City, Washington, DC, Baltimore, MD, and Elkhart, IN, and 24 regional offices. Some 45 technical specialists, medical personnel and consultative liaisons serve abroad. During the past 12 months, 18 people were hired for domestic positions and 8 for overseas positions.

Qualifications

A graduate degree in business, medicine or international affairs and expertise in development technology, forestry, water resources or cross-cultural administration are preferred qualifications. Additionally, knowledge of French, Spanish or African languages is required. One to five years of work on Third World development projects or CWS-related projects is required, especially for overseas applicants. Prospective employees must be willing to live and travel overseas.

Internships

A limited number of paid internships at headquarters are available to graduate students. Internships last from 6 to 12 months. In the past, interns have worked in the East Asian office and on militarism and peace projects.

Application procedure

Persons interested in professional or internship positions may contact:

Director, Overseas Personnel
Church World Service
475 Riverside Drive
New York, NY 10115
(212) 870-2368

Foster Parents Plan International (PLAN)

East Greenwich, RI

With financial support from foster parents in 7 industrialized countries, PLAN distributes material aid and services to more than 200,000 children and families in 22 countries of Africa, Central America, South Asia and Southeast Asia. Projects, which are decided by locals and field staff, include mother/child health-care and nutrition instruction, literacy and vocational training, community infrastructure improvement, agricultural assistance and small business development. In addition to the international headquarters in Rhode Island, there are national offices in Australia, Belgium, Canada, Japan, the Netherlands, the United Kingdom and the U.S., which recruit and provide services to sponsors and conduct information and development education programs on the needs of the poor in developing countries.

Professional staff

Field offices abroad employ a staff of 90, 26 of whom were hired as assistant field directors in the past year and some of whom are local nationals. The international headquarters employs 34 professionals. In the past year, five people were hired.

Qualifications

Undergraduate specializations in international studies, economics or business are required for employment. Knowledge of Spanish is most useful; French and the ability to learn the language of one's post is helpful. At least two years experience living and working in the Third World is required. Employees must be willing to travel and live overseas.

Application procedure

Address applications to the international headquarters:

Personnel Manager
Foster Parents Plan International
Box 804
East Greenwich, RI 02818
(401) 826-2500

Heifer Project International (HPI)

Little Rock, AR

The goal of HPI is to establish successful livestock and poultry operations in underdeveloped areas of Africa, Asia, the Caribbean, the Near East and parts of the U.S. HPI provides quality farm animals appropriate for local conditions and conducts training workshops in animal care. Recipients of animals must share an offspring of that animal with others in the community. Recent projects in 34 countries have involved veterinary training, dairy projects, poultry cooperatives, marketing training and aquaculture models. HPI is also involved in research projects on breeding livestock .

Professional staff

The six offices in the U.S. employ a total of 64 people. Overseas offices in Cameroon, the Dominican Republic, Guatemala, Haiti and Tanzania are staffed by six professionals and many volunteers. Six people were hired in the past year.

Qualifications

A graduate degree in animal husbandry or veterinary medicine is essential for employment. Knowledge of French, Spanish or Arabic is useful and previous work experience in developing countries is preferred but not essential.

Internships

Paid semester or summer internships are available for undergraduate and graduate students interested in agricultural development. Interns work on research, development and education and do some small-animal work.

Application procedure

Address applications for staff positions and internships to:

Executive Director
Heifer Project International
P.O. Box 808
Little Rock, AR 72203
(501) 376-6836

Institute of Public Administration (IPA)

New York, NY

With over 75 years of experience, IPA is the oldest organization providing public management knowledge vital to the operation of local and state governments, public enterprises, universities and foreign governments. Internationally, IPA seeks to foster efficient public administration, which it believes to be a "crucial component" in developing nations' efforts to solve problems accentuated by economic stagnation and social upheaval.

IPA has conducted more than two dozen overseas urban management assistance and training projects in Africa, Asia, Latin America and the Middle East. Areas of consulting services include budgeting, taxation, accounting, urban development and planning, local government organization and management training.

Professional staff

The main offices, in New York and Washington, DC, include 50 professionals. Program offices in Bangladesh and Japan each have a staff of 2 people, all U.S. citizens. During the past 12 months no one was hired for the domestic offices or for overseas posts.

Qualifications

IPA staff includes and looks for specialists in public and development administration, human resources, labor relations, law, urban planning, economics and finance, political science and engineering. Experience in research, consulting, education or management is preferred. Knowledge of languages spoken in overseas posts is helpful. IPA employees must be willing to travel and live abroad.

Internships

For selected activities—not always international—paid internships during the academic year and summer are available for both undergraduate and graduate students. Interns are not hired every year.

Application procedure

Inquiries relating to both professional and internship positions should be addressed to:

Institute of Public Administration
55 West 44th Street
New York, NY 10036
(212) 730-5480

International Human Assistance Program (IHAP)

New York, NY

Every IHAP project currently operating in 13 countries of Africa, Asia and the Pacific is designed to help a community achieve self-reliance and must meet certain guidelines. Projects must respond to expressed needs of locals; benefit the poorest majority; involve participation by locals and existing community development personnel; be accomplished within 1-3 years; and be self-sustaining. Thereafter, projects should be modest in scale and cost, repeatable, involve women, not harm the environment and be in accord with national priorities. Recent projects have involved building fish shelters in the Philippines; enhancing poultry breeding in Equatorial Guinea; providing vocational training in engine repair, weaving, hairdressing and dressmaking in Thailand; facilitating agricultural education and fishing in the Cook Islands; and providing health-care and feeding programs in Chad. Programs in Burkina Faso, Mali, Niger, Cameroon and Senegal are being developed.

Professional staff

The U.S. office employs 14 people; overseas posts employ 27 people. Field offices are presently in Chad, the Cook Islands, Djibouti, Equatorial Guinea, Korea, Maldives, Nepal, Papua New Guinea, the Philippines, the

Solomon Islands, Sri Lanka, Swaziland, Thailand and Vanuatu. During the past 12 months, 10 people were hired, 8 of them for international work.

Qualifications

An MPH, MS, MA or PhD in international or community development, public health and job skills training is useful for employment. Prospective employees should be able to speak either French, Spanish or Arabic. A minimum of three years experience implementing overseas development programs, especially in the countries in which IHAP currently operates, is required for employment. Interested persons must be willing to travel and live abroad.

Application procedure

Address applications to:

Recruitment, Program Department
International Human Assistance Programs
360 Park Avenue South
New York, NY 10010
(212) 684-6804

International Voluntary Services (IVS)

Washington, DC

IVS hires experienced volunteers to provide technical assistance to development projects in Third World communities. Volunteers with skills in agriculture, engineering, business or public health are employed most often. Field staff are based in Antigua, Bangladesh, Bolivia, Botswana, Ecuador, Honduras and Zimbabwe. They work with local host organizations to develop project objectives and implement schedules for volunteer assistance. Projects include crop and livestock improvement; small business and cooperative income generation; public health education and village health worker training; and appropriate technology for agriculture, irrigation and potable water.

Professional staff

In addition to its field staff of 10, there is a staff of 11 at headquarters. Six professionals were hired in the past year. There are 40 volunteers overseas, 15 of whom were placed in the past year.

Qualifications

Potential volunteers should have a BA or MA in agriculture, business, nursing or engineering as well as two years Third World experience in their speciality. Fluent Spanish is required for positions in Spanish-speaking countries. Volunteers and their families receive living allowances, housing, transportation, insurance coverage plus a $200 monthly stipend. For field staff who are not volunteers, three years professional experience in development. implementation and evaluation of small-scale development projects is required.

Internships

Up to three internships are available on a nonpaying basis. Work involves research and evaluation of IVS projects. Graduate students interested in international development may apply for either semester-long or year-long positions.

Application procedure

Persons interested in volunteer, field staff or intern positions may write to:

International Voluntary Services
1424 16th Street, N.W.,
Suite 504
Washington, DC 20036
(202) 387-5533

MAP International

Brunswick, GA

Through Christian missions and local churches in developing countries, MAP International promotes basic health care by designing and implementing projects and supplying materials.

Professional staff

MAP has a domestic staff of 18 and an overseas staff of 6, who work in Kenya, Ecuador and the Dominican Republic. Within the past year, MAP has hired seven professionals, three of whom work abroad. MAP hires mainly U.S. citizens.

Qualifications

MAP seeks applicants with advanced degrees in international public health, education and medicine. Foreign language skills, especially French and Spanish, are helpful but not required for employment. At least three years overseas work in medicine, health or education in a developing country is necessary for employment. A willingness to travel and live abroad is necessary.

Internships

Unpaid, semester-long internships are available for third-year medical students. Interns assist in mission hospitals and local health programs. Interns should be in good academic standing and should demonstrate a strong interest in health service in developing countries.

Application procedure

To apply for an internship, résumé's should be sent to the Director, Reader's Digest International Fellowships. To apply for professional positions, write to Director of Personnel. Both are at:

MAP International
P.O. Box 50
Brunswick, GA 31520
(912) 265-6010

National Cooperative Business Association (The League)

Washington, DC

The League is a consortium of cooperative industries involved in farm supply, agricultural marketing, insurance, banking, housing, health care, consumer goods, fishing, utilities and financial institutions. The League services the needs of its members; it also promotes and helps to establish cooperatives in the Third World. Cooperative, agricultural and credit advisers are stationed in Equatorial Guinea, Haiti, India, Indonesia, Niger, Panama and Rwanda to assist communities in using indigenous resources to organize cooperative businesses.

Professional staff

Offices in the District of Columbia, Michigan and California employ 44 people. Overseas staff number 17 agricultural and credit consultants. In the past year, 11 people were hired for the international department.

Qualifications

Applicants should have a degree in areas related to livestock, food processing, economics, finance or international business administration. Knowledge of French, Spanish or Portuguese is desired. Three to five years previous community development experience in the Third World is necessary for overseas positions. U.S.-based work entails traveling overseas, while direct technical assistance work requires living abroad.

Internships

Paid internships are available on a semester, summer or yearly basis. Interns should have a background in cooperative industries, including housing, insurance, agriculture, trade and international development. Interns work on research projects.

Application procedure

League headquarters handles all employment and internship inquiries. Write to:

Personnel Director
National Cooperative Business Association
1401 New York Avenue, N.W.
Suite 1100
Washington, D.C. 20036
(202) 638-6222

Near East Foundation (NEF)

New York, NY

NEF was first established in 1915 to assist Armenian refugees in Turkey and has since expanded its assistance to 10 nations throughout the Middle East and Africa. It concentrates on three main areas—agricultural productivity, primary health care and community development. During the past year, NEF projects have included educating handicapped children in the Gaza area; developing poultry breeding in Gambia; helping in desert reclamation in Egypt; providing relief to Eritrea; offering nursing training in Lebanon; teaching beekeeping in Sudan; and assisting with animal disease control in Lesotho.

Professional staff

U.S.-based staff consists of 4 people; overseas staff is 16. The overseas staff is hired for two-year tours of duty.

Qualifications

A degree in agricultural sciences, health sciences, nursing or sociology is required for employment. Knowledge of Arabic, French or African languages is preferred. In most cases, prospective employees should have a minimum of two years previous work experience in development assistance or teaching in the Middle East or Africa. Employees must be willing to live and travel abroad.

Application procedure

To apply, write to:

Executive Director
Near East Foundation
29 Broadway
Suite 1125
New York, NY 10006
(212) 269-0600

OEF International

Washington, DC

Formerly the Overseas Education Fund, OEF is the only U.S.-based organization to focus its overseas programs on integrating Third World women into the socioeconomic development of their societies. OEF's international staff helps establish vocational training, informal education, child-care and legal services that enable women in Ecuador, El Salvador, Honduras, Panama, Senegal, Somalia and Sri Lanka to organize and manage small enterprises. These initiatives help increase income and employment and stimulate economic activity and education. To maintain and expand nascent businesses, OEF offers a program to educate women in management, credit, practical market analysis and gaining access to funding.

Professional staff

Staff at Washington, DC, headquarters total 28 people. Regional offices are located in Dakar, Senegal; Tegucigalpa, Honduras; Quito, Ecuador; and Colombo, Sri Lanka. Spanish, French, Arabic or other Third World languages are required for employment. Two years experience working with grassroots communities in the Third World is preferred. Employees must be willing to travel abroad and live in an overseas post for a two-year period.

Internships

Undergraduates may apply for unpaid semester-long internships. Responsibilities include research, project administration and some office work. Applicants should be interested in Third World development and have foreign-language skills.

Application procedure

Contact:

Program Assistant
OEF International
2101 L Street, N.W.
Suite 916
Washington, DC 20037
(202) 466-3430

Oxfam America

Boston, MA

Oxfam's central purpose is to promote self-reliance and participatory development among Third World poor. Oxfam believes in small-scale self-help projects, such as providing seed and tools to farmers, that improve long-term food security and rural development and foster self-management and community participation. On occasion, Oxfam provides disaster relief. Oxfam stations very few employees abroad. Its field staff and their domestically based counterparts, project officers, have the same duties of identifying, assessing and monitoring overseas projects. The Overseas Program department, based at the Boston headquarters, works to transfer resources overseas. Currently, Oxfam supports programs in over 30 countries throughout the world.

Professional staff

Approximately 75 people, among them fund raisers, writers and community educators, work at the headquarters. Seventeen of these are with the Overseas Program department, and four are based in India and Zimbabwe. In the past year, 15 people have been hired, 4 for the international department.

Qualifications

An MA or PhD in area studies, agricultural sciences or relevant social sciences is adequate educational training. Project officers must have familiarity at the practical and policy levels with development issues, three or more years of work-related experience in an area, plus the ability to communicate in the language of that area. U.S.-based desk officers, who serve as liaison with overseas field officers and the public, should have similar credentials, although they need not have as much work experience or in-depth academic background. Willingness to travel is essential for employment in the Overseas Program department.

Internships

Oxfam employs interns for semester, summer or yearly periods, for a minimum of 10 hours a week. Interns should be undergraduate or graduate students with knowledge of or interest in development and good research, writing, grass-roots organizing or administrative skills. Knowledge of a foreign language may be required for certain internships in the Overseas Program department. All internships are in the Boston headquarters and are unpaid. Oxfam also uses the help of nonstudent volunteers.

Application procedure

For internships, contact the Volunteer Coordinator. For employment, contact the Personnel Office. Both are at:

Oxfam America
115 Broadway
Boston, MA 02116
(617) 574-8800

Partnership for Productivity International (PfP)

Washington, DC

PfP's approach to Third World development is through the promotion of entrepreneurial, income-generating activities in the fields of agriculture, technology, energy and law. PfP provides loans to persons, families or groups who propose projects that have "economic or social value." Average loans are $360 but have gone as high as $12,000. In the past 8 years, 1,423 loans have been made and 80% have been repaid. PfP also offers a range of management services, credit and marketing training, technical assistance and small-business start-up training. PfP is trying to integrate computers into their overseas operations and is currently offering computer-based financial management, word processing, printing, communications and data storage to their clients in Africa, Jamaica and the Philippines. PfP staff in Botswana, Burkina Faso, Jamaica, Kenya, Liberia, Malawi, the Philippines and Togo develop projects in consultation with donors and locals.

Professional staff

Programming and financing are developed by the Washington, DC, headquarters, which employs 18 people. Most of the 150 overseas positions are filled by foreign nationals. Six long-term and several short-term positions were filled in the past year.

Qualifications

PfP recommends an undergraduate or graduate degree in the broad field of social studies—anthropology, sociology, economics, history, political science—or in agriculture and accounting. However, they note that "attitude is more important than actual courses taken." Knowledge of Spanish, French, Arabic or local African dialects is required of employees. Several years of overseas grass-roots work in the field of development is required for employment. Employees must be willing to live and travel abroad.

Internships

Although PfP has no formal internship program, undergraduate and graduate students may design an individual program with PfP. Internships are not salaried.

Application procedure

Persons interested in professional or internship positions should write to:

Partnership for Productivity International
2001 S Street, N.W.
Washington, D.C. 20009
(202) 234-0340

Save the Children Federation, Inc.

Westport, CT

Save the Children is dedicated to enriching the lives of children in underprivileged communities. Believing that children cannot be helped in isolation, Save the Children works to unite children, their families and communities in development projects, builds schools and houses, promotes reinvestment in communities and establishes small industries. The heart of the organization is the Program department, which operates field offices in 43 countries throughout Africa, Asia, Latin America, the Middle East and the South Pacific and in U.S. areas with American Indian populations. U.S.-based regional "desks" are staffed by a director with supporting professional and clerical staff who maintains contact with Save the Children's field directors. U.S.-based staff also design, monitor and evaluate overseas programs. Recent projects include rabbit husbandry in Dominica, day-care training in Zimbabwe, flood relief in Arizona, refugee assistance in Lebanon, community water projects in the West Bank and youth clubs in El Salvador.

Professional staff

Of the 105 overseas field directors and assistants, about half are Americans; the remainder are local nationals, as are the volunteers who assist the projects. U.S. headquarters in Connecticut employs 250 people, while the U.S. regional and American Indian offices employ 102. In the past year, the Program department hired 21 people and domestic offices hired 46.

Qualifications

A BA or, preferably, an MA degree in an area pertinent to Third World development is useful for employees. Ability to speak French, Spanish or Arabic is required. Previous work experience abroad is essential for overseas-based positions, as is willingness to travel and live abroad.

Internships

Save the Children offers a limited number of one-year paid internships for college graduates to gain hands-on experience in international development. Interns pursue their field of interest at either headquarters or in field offices in Africa and Latin America. Applicants should be able to speak Spanish, French or Arabic, should have experience in overseas community development and should possess a BA or BS degree in a related discipline.

Application procedure

Address employment and internship applications to:

Assistant Director of Personnel
Save the Children Federation, Inc.
54 Wilton Road
Westport, CT 06880
(203) 226-7271

Technoserve, Inc.

Norwalk, CT

Technoserve provides business know-how to Third World agribusiness cooperatives. Technoserve's community-based enterprise development process chooses businesses that have the greatest employment and income-generating potential. It evaluates requests for assistance and works with local managers. Recent projects have focused on agricultural productivity, crop processing, marketing, and savings and credit management. Ongoing projects, most overseen by local nationals, are in Costa Rica, El Salvador, Ghana, Kenya, Panama, Peru, Rwanda and Zaire.

Professional staff

There are 30 people on the U.S. staff, 10 of whom were hired during the past 12 months. Of the 115 overseas employees, most of whom are locals, 24 were recently hired.

Qualifications

An undergraduate degree in a field related to business, finance, agribusiness, accounting, agronomy or agricultural economics and an MBA, MIA or MPA are useful for employment. Knowledge of French or Spanish as well as a minimum of three years overseas work experience in development projects are required of Technoserve employees. A willingness to travel and live abroad is also required.

Internships

Graduate students working on their MBA may arrange for summer or semester internships. Applicants should have prior work experience in development. Knowledge of French or Spanish may be required. Intern positions are paid. Work involves research on a specific project or topic.

Application procedure

Persons interested in professional or intern positions should contact:

Director, Personnel and Administration
Technoserve, Inc.
148 East Avenue.
Norwalk, CT 06851
(203) 852-0377

Volunteers in Technical Assistance (VITA)

Arlington, VA

VITA recently celebrated its 25th anniversary as a private nonprofit organization dedicated to Third World development. Through a program of consulting, information and management services by volunteer specialists, VITA has helped small businesses, farmers, community workers and government agencies throughout Africa, Asia, the Caribbean and Latin America. VITA offers an extensive program of resource materials, mail and on-site consulting, training programs, new business services and technical information workshops. VITA focuses on low-level appropriate technology such as developing wind energy. Recent projects have included the improvement of food-processing systems in the Central African Republic, an enterprise development program in Chad and a water-supply system in Honduras. VITA publishes the quarterly *VITA News,* as well as newsletters and technical assistance books.

Professional staff

The headquarters in Virginia has a staff of 30, 4 of whom were hired in the past year. Eight people are contracted by VITA to serve in overseas projects in Chad, Djibouti, Honduras and Somalia. VITA volunteers number 3,000 in the U.S. and 1,500 abroad.

Qualifications

For volunteers, a BA in a technical field such as engineering or knowledge of energy systems, agriculture, sanitation and housing construction is useful. Volunteers are also recruited from the corporate and business sectors. They are contracted for one- to two-year periods. Preferred languages include French and Spanish. Previous work experience is not essential.

Internships

Undergraduate and graduate students may apply for intern positions available on a semester, summer or year-long basis. Students must be working toward a degree in engineering, agriculture or housing construction. Interns must also have research and computer skills. Positions are paid.

Application procedure

Inquiries relating to both professional positions and internships should be directed to:

Personnel Coordinator
Volunteers in Technical Assistance (VITA)
1815 North Lynn Street
Suite 200
Arlington, VA 22209
(703) 276-1800

Winrock International

Morrilton, AR

Winrock International was created in 1975 to help alleviate hunger and poverty through agricultural development. It provides technical assistance, primarily to Third World countries, to strengthen agricultural research. It also supports human resource development and conducts analyses of development policies and priorities. Winrock works in Africa, Asia, the Caribbean, Latin America and the U.S.

Professional staff

The U.S. staff numbers 26, 14 of whom work at the Washington, DC, office. There are 66 field workers in Antigua, Bangladesh, Brazil, Egypt, Haiti, Honduras, India, Indonesia, Ivory Coast, Kenya, Nepal, Pakistan, Peru, the Philippines and St. Lucia and Trinidad. During the past year, 20 people were hired.

Qualifications

The professional staff includes specialists in socioeconomics and the biological and physical sciences and program implementation. All have PhD, MBA, MA or BS degrees. Two years of previous overseas development work is usually required for employment.

Application procedure

Qualified persons should send applications to:

Director, Administration and Finance
Winrock International
Route 3, Petit Jean Mountain
Morrilton, AR 72110-9537
(501) 727-5435

World Concern

Seattle, WA

World Concern, a humanitarian organization founded on Christian principles, sends people to 40 countries in the Third World to administer medical services and to help communities improve farming techniques, develop small businesses and improve water systems. The Christian Veterinary Mission, an arm of World Concern, supplies veterinarians who teach local farmers to care for their animals. Project Support collects about $3.5 million annually in the form of critical supplies, such as vitamins, medical equipment, clothing, seeds and tools, which it sends abroad.

Professional staff

Overseas staff consists of 130 people, 27 of whom were hired in the past year. They are based throughout Africa, Central and Latin America, South Asia and Southeast Asia. Of the domestic staff of 60, 12 were hired in the past year.

Qualifications

An MD, MPA or MS is an appropriate degree. At least two years experience in Third World development, preferably abroad, is required. Ability to speak French, Spanish or, currently, Somali, is recommended. Language training is provided in some cases. A willingness to travel and live abroad is necessary for employment.

Application procedure

Those interested should send for an information packet and preliminary application. Write to:

Director of International Personnel
World Concern
P.O. Box 33000
Seattle, WA 98133
1-800-426-7010

World Vision International

Monrovia, CA

World Vision, a Christian organization founded in 1950, provides relief and development assistance to more than 80 Third World and 9 European countries plus areas of Canada, Israel and the U.S. About 3,000 projects, including assistance to children and families, nutritional programs, emergency relief and rehabilitation, large-scale development, evangelism and community development are in operation. World Vision also distributes emergency food, clothing and medical supplies to, most recently, Bolivia, Ethiopia, Lebanon and Mexico. World Vision also brings the plight of Third World countries into the lives of the U.S. public though television programs, a sponsorship program (which involves over 300,000 children) and several publications.

Professional staff

The international headquarters in California employs 172 people, 50 of them hired within the last year, and 1,987 field staff of whom 25 are new and 87 are American. Seven support offices located in Australia, Canada, Europe, Hong Kong, New Zealand, Singapore and South Africa employ 1,072 people.

Qualifications

Graduate degrees in business, medicine, public health or technical skills in related areas are most useful for employment. Knowledge of French or Spanish is preferred. Five or more years experience in Third World development, relief, research or missionary work and management is usually required. A willingness to travel is necessary for employment.

Application procedure

Send application to the international office:

Employment Manager
World Vision International
919 West Huntington Drive
Monrovia, CA 91016
(818) 303-8811

Health and Population

African Medical and Research Foundation (AMREF)

New York, NY

AMREF provides health care to remote rural African areas where such services are unavailable, promotes local health-care capabilities and works with African government ministries of health to alleviate long-term health problems. AMREF's two arms are its Flying Doctors, airborne medical teams that deliver surgical and general health care and training to back regions of Kenya, Tanzania and Uganda, and the Ground Mobile teams. These units work from tents treating nomadic groups, immunizing their children and providing care to mothers. In addition, AMREF sponsors other health-personnel training programs in Uganda and Sudan, carries out research on African diseases in Kenya, sponsors a health-related radio program, and produces health-education materials and periodicals. AMREF is based in Nairobi, Kenya, with affiliate offices in Europe and New York.

Professional staff

Although only three people are on staff in the U.S., approximately 250 are based in Kenya. These include many Kenyans, but also some Americans and Europeans. Six people were hired in the last twelve months.

Qualifications

A graduate degree in medicine, public health, health planning and management, maternal and child care, or nutrition is essential for employment. Knowledge of Swahili is preferred, and five years of health-related experience in Africa or other developing nations is required. Willingness to live and work abroad is essential.

Application procedure

Applications may be sent to the New York office:

African Medical and Research Foundation
420 Lexington Avenue
New York, NY 10170
(212) 986-1835

American Refugee Committee (ARC)

Minneapolis, MN

ARC sends health professionals overseas for six months or more. Its volunteers currently work in refugee camps on the Thai-Cambodian (Kampuchean) border and in Thailand. In the Sudan, ARC provides laboratory, hospital, outpatient, medical-education, public health, maternity and immunization support to refugees. Volunteers receive housing, transportation, insurance and a living stipend. A two-person international department, based in Minneapolis, hires and maintains overseas staff and programs.

Professional staff

ARC has sent 84 health-care professionals abroad in the past year. Three permanent employees were hired.

Qualifications

Doctors or residents, registered nurses or nurse practitioners, laboratory technicians, midwives, public-health specialists and administrators with at least two years medical experience in the U.S. are eligible for positions. Arabic, Khmer, Lao, Thai and Vietnamese are useful but not required languages. Prior overseas experience is not necessary.

Application procedure

Write to the:

Director, International Programs
American Refugee Committee
2344 Nicollet Avenue
Suite 350
Minneapolis, MN 55404
(612) 872-7060

Direct Relief International (DRI)

Santa Barbara, CA

Founded in 1948 to provide medical assistance in postwar Europe, DRI now responds to requests for medical goods and volunteer medical personnel from health-care facilities and programs throughout the world. DRI seeks to break the cycle of poverty-malnutrition-disease by providing emergency relief, medical supplies and voluntary medical services. The Medical Supply Program donates $6 million in pharmaceuticals and medical supplies, nutritional supplements and medical equipment annually. In the past year, the Volunteer Medical Services recruited, screened and placed over 80 physicians, dentists, nurses, medical technicians, physical therapists, dental hygienists, nutritionists and health-education specialists in 18 countries. Recent efforts have focused on East African and Afghan refugees. Ongoing programs are run in conjunction with indigenous health-care systems in El Salvador, India, the Philippines and Thailand.

Professional staff

International headquarters in California has a staff of 33, about half part-time. Six people were hired in the past year. Ninety medical volunteers participate in tours of duty ranging from three weeks to three years.

Qualifications

A masters degree in public health, medicine or anthropology is preferred for staff employment. Although some positions require previous work experience in international public health, the majority of volunteer positions do not. Knowledge of French or Spanish is useful but not required. Volunteer medical positions require overseas travel and living abroad. There are also domestic-based volunteers.

Internships

Undergraduate and graduate students may apply for semester or year-long internships. Prospective interns must show a concern for health in the international arena. Work includes research and program assistance. Positions are unpaid.

Application procedure

Those interested in positions at the international headquarters should write to the Director of Personnel. Medical and allied health personnel interested in volunteer work in Africa, Central America, India or Southeast Asia should contact the Volunteer Program Liaison Assignment Officer, Volunteer Medical Services Division. The address is:

Direct Relief International
2801-B De La Vina
P.O. Box 30820
Santa Barbara, CA 93130
(805) 687-3694

Family Health International (FHI)

Research Triangle Park, NC

FHI, a leading contraception research organization, is involved in evaluating new contraceptive techniques and studying the long-term safety of current contraceptive techniques. It also assists hospitals and health centers in maximizing their resources and providing better maternity, outpatient surgical and community-based public health services. Although it has few staff permanently stationed abroad, its projects are conducted in conjunction with foreign-based health programs and researchers in more than 40 countries. Recent projects have included natural family-planning programs in Peru; studies of the causes of maternal mortality in Egypt, Indonesia and Senegal; microcomputer training in Egypt and Senegal; and preregulatory approval trials of contraceptive implants in Africa, Asia and South America.

Professional staff

One hundred staff members, ten hired within the past year, are based in FHI's North Carolina headquarters.

Qualifications

Research experience is required for most FHI positions. An MD, MPA, MS, MA or PhD in public health, demography, epidemiology or statistics is required. Knowledge of French, Spanish or Portuguese is preferred and research experience in a developing country is useful. Most research staff travel as part of their work at FHI.

Application procedure

Contact:

Personnel Department
Family Health International
1 Triangle Drive
Research Triangle Park, NC 27709
(919) 549-0517

Helen Keller International

New York, NY

The objective of Helen Keller International is the prevention of blindness, through education, primary eye care and vitamin A distribution and intake. The organization is also involved in rehabilitating the blind and integrating them into community life. It supplies ophthalmic equipment and drugs, trains teachers and administrators, broadcasts radio spots promoting eye care and aids in the production of Braille texts.

Professional staff

The New York headquarters employs 28 people, 3 of whom were hired in the past year. The eight people stationed overseas, four of whom have been hired in the past year, are program supervisors in Bangladesh, Fiji, Indonesia, Papua New Guinea, Peru, the Philippines, Sri Lanka and Tanzania.

Qualifications

An undergraduate degree in international affairs or public health or an

MD, MPH or PhD are useful. Knowledge of French, Spanish, German and Arabic, in that order, is preferred. Previous work experience in the Third World or in public health is required. Some positions require travel.

Internships

Interning at Helen Keller International is possible, but there are no set duties or intern qualifications.

Application procedure

Write to:

Associate Director
Helen Keller International
15 West 16th Street
New York, NY 10011
(212) 620-2100

Institute for Food and Development Policy (Food First)

San Francisco, CA

[See "Research and Education" section above.]

International Eye Foundation

Bethesda, MD

The International Eye Foundation helps developing countries to set up effective eye health-care systems that stress blindness prevention. Its international staff trains local personnel on surgical and preventive care, provides mobile clinical services and establishes eye health-care systems. After training is complete, programs are turned over to local personnel or governments. Personnel are stationed in Barbados, the Dominican Republic, Egypt, Grenada, Honduras, Kenya, Malawi and St. Lucia.

Professional staff

Five people are in the Maryland office; nine are abroad. Five people have been hired in the past year.

Qualifications

An MD, especially in ophthalmology, an MA or PhD in epidemiology or public health/administration or an MIA are all useful for employment. Languages are helpful, depending on the country to which one is posted. Overseas field experience in Third World health issues is useful but not essential. Some positions entail traveling and living abroad.

Application procedure

Applications may be sent to:

President and Executive Director
International Eye Foundation
7801 Norfolk Avenue
Suite 200
Bethesda, MD 20814
(301) 986-1830

International Rescue Committee (IRC)

New York, NY

Founded in 1933, IRC's first assistance program helped anti-Nazis escape Hitler's Germany. IRC has since provided relief and resettlement programs for refugees who have fled from Afghanistan, Cuba, Czechoslovakia, Ethiopia, Haiti, Iran, Kampuchea, Laos, the Soviet Union and Vietnam. IRC maintains health-care programs in refugee camps in El Salvador, Pakistan, the Sudan and Thailand. These projects provide primary health care to the most-needy refugee groups, with an emphasis toward the training of refugee health workers.

Professional staff

New York headquarters has a staff of 65, most involved with refugee resettlement as are the 13 field offices in the U.S., which employ about 176 people. Overseas staff consists of some 60 people. Most are medical doctors, nurses or nurse practitioners, nutritionists or field coordinators.

Qualifications

A graduate degree in medicine, nursing, public health, immunology, infectious diseases or nutrition is required for employment. Medical personnel should have strong backgrounds in public health. Previous Third World experience in health care is essential. Knowledge of one of the languages spoken in the Third World is useful but not required for employment.

Application procedure

Eligible persons should write to:

Overseas Program Director
International Rescue Committee
386 Park Avenue South
New York, NY 10016
(212) 679-0010

Meals for Millions/Freedom from Hunger Foundation

Davis, CA

Declaring its goal to be "self help for a hungry world," Meals for Millions (MFM) strives to provide training in nutrition and health to selected countries in the developing world. MFM overseas staff design applied nutrition programs that incorporate appropriate technology and training in agriculture and health. Villagers are taught home sanitation, how to improve their drinking water and thus control parasites, what nutritious vegetables to grow and eat and how to store foods. MFM currently runs programs in Bolivia, Ecuador, Honduras, Kenya, Korea, Nepal, Sierra Leone, Thailand, Togo and the U.S. It recently turned over a successful program in Antigua to local managers.

Professional staff

Twenty-six people are stationed abroad. Most of them are foreign nationals. MFM has 15 people at its California headquarters, 3 of whom have recently been hired.

Qualifications

Formal educational qualifications are flexible and knowledge of languages useful, depending on the program. Prior experience in the field, preferably in the Third World, is required. Some travel is required.

Internships

A few graduate students are accepted as interns and work on a variety of projects. Positions are paid.

Application procedure

Those interested in internships should contact the Associate Program Director and those interested in employment should write to the President:

Meals for Millions/Freedom from Hunger Foundation
1664 DaVinci Court
P.O. Box 2000
Davis, CA 95616
(916) 758-6200

National Council for International Health (NCIH)

Washington, DC

NCIH works to strengthen U.S. participation in providing assistance in international health, especially in developing countries. NCIH serves as a resource organization, helping the many private and public U.S. agencies involved in international health activities to meet and work together. In addition to sponsoring a newspaper, *International Health News,* it publishes a variety of books on such topics as tropical medicine, training primary health-care workers, rehydration therapy and family planning, and a sourcebook on the various agencies involved in the field. Each year it sponsors an international health conference, which includes a job placement service where prospective employers and employees may meet. The annual pre-conference workshop focuses on international health employment prospects, as does a regular column in *International Health News.*

Professional staff

Staff of the Washington, DC, office comprises 20 people, 6 of them new. No one is stationed abroad.

Qualifications

A graduate degree in public affairs, foreign policy, health care, medicine, business, social work or public health are useful for employment. Languages and prior work experience are not necessary but are welcomed. Some employees must travel as part of their work.

Internships

Graduate students are eligible for paid six-month internships to do public policy/legislative work.

Application procedure

Internship applications may be sent to the Executive Director. Employment applicants should write to the Director of Membership/Job Placement. The address is:

National Council for International Health
1101 Connecticut Avenue, N.W.
Suite 605
Washington, DC 20036
(202) 833-5900

People to People Health Foundation (Project HOPE)

Millwood, VA

Project HOPE's goal is to train health-care professionals and allied health personnel in the developing world. Its programs are aimed at setting up indigenous, self-sufficient health-education programs and health-care structures. HOPE is also involved in emergency programs for feeding children, nutrition and sanitation education, and preventive medicine. Each year, it sends over 150 short-term volunteers abroad as teachers to supplement its long-term salaried employees. Project HOPE currently has programs in Brazil, China, Costa Rica, Egypt, El Salvador, Guatemala, Honduras, Panama, Poland, Portugal, Swaziland and throughout the Caribbean.

Professional staff

Project HOPE maintains a staff of 60 people at its Virginia headquarters and has 80 people stationed abroad. These long-term employees are mainly program and education directors. Project HOPE hires few permanent staff yearly but has taken on 200 volunteers in the past year. Most of these (approximately 180) have been sent abroad for a few months. Volunteers are not salaried, but their airfare is paid.

Qualifications

As in most health-related organizations, a graduate degree is required, and a specialized professional degree, such as an MD, MS or PhD, is preferred. In addition, nurses, public health educators and other allied personnel are hired as volunteers. Knowledge of foreign languages is preferred; Arabic, Chinese, French, Portuguese and Spanish are the most useful. Two years previous work experience teaching health care is a desired qualification for employment, but overseas experience is not necessary.

Application procedure

Applications may be addressed to:

Recruitment Coordinator
Project HOPE
People to People Health Foundation
Health Sciences Education Center
Millwood, VA 22646
(703) 837-2100

Planned Parenthood Federation of America

New York, NY

Planned Parenthood, the largest and oldest voluntary family-planning organization in the U.S., maintains over 20,000 staff and volunteers nationwide to provide medical care, counseling and family planning to some 3 million Americans. Its international department, Family Planning International Assistance (FPIA), believes that "all individuals throughout the world have a basic right to control their own fertility." FPIA's staff assists foreign nationals in designing and initiating projects, monitors project performance and provides technical assistance. FPIA currently funds and monitors 120 family-planning projects in 37 countries. In addition, the Planned Parenthood Federation is a founding member and the largest contributor to the $49.6 million budget of the International Planned Parenthood Federation, which runs its own assistance programs.

Professional staff

FPIA has a professional staff of 22 people at its New York headquarters, 8 people in the Latin American Regional Office in Miami, Florida, and 26 people in Thailand and Kenya. Twelve people were hired for the international department in the past year.

Qualifications

All applicants for the professional staff are required to have a college degree, preferably with a specialization in public health and public or business administration. An MA, MBA, MIA, MPA, MSW or MPH degree is desirable. French, Spanish and Arabic are preferred languages, and fluency is often required for employment. Previous work experience is necessary for employment. Living and working abroad for two or more years in a Third World country and involvement in family-planning and community health programs are typical qualifications for FPIA work. Although willingness to travel is required for employment, not all positions entail living abroad.

Drawing by Handelsman; © 1986
The New Yorker Magazine, Inc.

"Your curriculum vitae is extremely detailed, isn't it? I don't quite know what to make of the fact that your third-grade teacher, Miss Hartley, made you stand in the corner for throwing an eraser although another kid did it."

Application procedure

Applications may be addressed to:

Chief Operating Officer
Planned Parenthood Federation of America
810 Seventh Avenue
New York, NY 10019
(212) 541-7800

The Population Council

New York, NY

With an annual budget of approximately $20 million, the Population Council is among the largest population-related nonprofit organizations. Its Center for Biomedical Research develops and improves contraceptive methods. The Center for Policy Studies researches the varying causes of and appropriate policy responses to population change. The Office of Communications produces two journals and a variety of brochures, books and pamphlets on population issues.

Internationally, the Council works closely with policymakers and with population professionals in developing countries to design, implement and evaluate research and assistance programs. It maintains three regional offices in Latin America and the Caribbean, West Asia and North Africa, and South and East Asia. The Sub-Saharan Africa program is administered from New York headquarters, where the staff also provides interregional support and coordination. Overseas staff are currently stationed in Bangladesh, Brazil, Colombia, Egypt, Indonesia, Jordan, Mexico and Thailand.

Professional staff

There are 115 professionals in the New York office; 9 have been hired in the past year. Sixteen people are based overseas, five of whom were hired in the past year.

Qualifications

An MD or PhD in demography, public health, economics, population or biomedicine is preferred; undergraduate work in international relations, sociology, economics, public health, child care and demography is also useful. French and Spanish are sometimes required, depending on the position. Previous work experience is usually required. As each department of the Council is engaged in different work, the sort of experience varies according to the position.

Application procedure

Address applications to:

Deputy for Personnel Services
The Population Council
One Dag Hammarskjold Plaza
New York, NY 10017
(212) 644-1312

Population Reference Bureau, Inc. (PRB)

Washington, DC

PRB gathers, interprets and disseminates information on population growth and change. It publishes a variety of bulletins and magazines on population issues; some are educational in nature, others provide regularly updated population data. Its *Population Bulletin*, now in its 40th year, provides in-depth reports by experts analyzing world and national demographic trends. PRB maintains two on-line computer-based search centers: POPLINE and DIALOG, which contain population bibliographic material and abstracts. PRB's library and the search services are open to the public.

PRB has an international division, which prepares demographic reports on developing countries and trends under government contract. At its

Washington headquarters it employs editors, demographic researchers and policy analysts, population education specialists and administrative staff.

Professional staff

There are 25 professionals at headquarters; 5 have been hired in the past year.

Qualifications

A BA, MA or PhD degree in demography, sociology with a demographic content, journalism, information sciences or policy analysis is useful. Knowledge of French or Spanish is preferred. Previous experience, in demographic analysis, legislative work or writing, for three to five years is generally required for employment. Previous overseas work or travel are not required.

Internships

Graduate students with experienceor background in population issues are hired to assist staff in demographicanalysis, writing, editing and public outreach. Internships are available for either a summer or semester and are paid.

Application procedure

Applications for internships and employment may be sent to:

President
Population Reference Bureau, Inc.
777 14th Street, N.W.
Suite 800
Washington, DC 20005
(202) 639-8040

Project Concern International (PCI)

San Diego, CA

Project Concern provides basic curative health care, disease prevention services and health education, especially to children and their mothers. Key elements in the aid programs are preventing childhood disease through immunization, improving child nutrition, oral rehydration therapy, vaccinating against communicable diseases, growth monitoring, promoting breast feeding and eradicating parasites in children. PCI's strategy emphasizes programs with an early impact on the fragile health of the most vulnerable, including young children and mothers.

PCI trains community health workers to carry out these goals. Most programs also aim to improve water supplies, encourage income generation and community organization, build new infrastructure or improve food production and sanitation. The overseas salaried staff direct programs and train health workers and volunteers abroad. They are currently stationed in Belize, Bolivia, Guatemala, Indonesia and Mexico.

Professional staff

PCI has 12 salaried professionals at the San Diego headquarters and 12 overseas. Three professionals were hired in the past year.

Qualifications

A college degree in health education, a nursing degree, an MD or an MPH are useful degrees. Spanish or Indonesian is required for some positions. At least one year prior professional Third World experience is required for overseas positions, as is a willingness to travel and live abroad.

Internships

PCI offers one summer internship for a qualified graduate student at the School of Public Health at UCLA. A stipend is given, and the job requires working on different projects at headquarters. Potential interns should show an interest and background in public health issues.

Application procedure

Applications for internships and other positions should be addressed to:

Director of Administration and Personnel
Project Concern International
3550 Afton Road
San Diego, CA 92123
(619) 279-9690

Youth Programs

American Field Service International/Intercultural Programs (AFS)

New York, NY

AFS promotes worldwide intercultural experiences for secondary-school students and young-adult professionals through homestays and educational experiences abroad. It is active in 70 countries throughout Western Europe, Latin America, Asia the Middle East and Africa. In the past year, AFS has organized over 10,000 exchanges, most involving high-school students. Student programs run for a summer or a year. Programs for young adults vary in length and focus on professional exchange. Recent participants have included educators, lawyers and journalists.

AFS's staff is bolstered by the work of over 100,000 volunteers worldwide, who help with fund raising, recruitment, selection, orientation and counseling of students, or who act as host families. Volunteers are instrumental in the implementation of new programs and have the opportunity to participate in volunteer exchanges abroad.

Professional staff

AFS has a staff of 200 people at its international headquarters in New York City and more than 200 in its overseas offices. Most overseas positions are filled by foreign nationals. In the past year, 13 people were hired, 3 for the international department, which supervises the operations of overseas offices.

Qualifications

A BA in liberal arts, previous international study and experience are good background for employment. For some positions, experience and an advanced degree in management, recruiting, finance, promotion, marketing and counseling are required. Knowledge of foreign languages is not required, nor is previous overseas experience; these are, however, useful. Some employees must be willing to travel.

To qualify for an exchange program, a student must be a sophomore, junior or senior in high school at time of application and have a minimum B average. Some programs require two years or more of high-school French, German or Spanish. Qualifications for young adults vary. Families may apply to AFS for summer or year-long hosting opportunities.

Internships

Unpaid internships are available to high-school, college and graduate students and are designed to accommodate students' schedules. Interns usually work on research projects.

Application procedure

For internships, contact the Intern Coordinator. For employment, write to the Personnel Department. To become an exchange student/participant or to host an exchange student, call 1-800-AFS-INFO or write to the following address:

AFS International/Intercultural Programs
313 East 43rd Street
New York, NY 10017
(212) 949-4242

Association Internationale des Etudiants en Sciences Economiques et Commerciales (AIESEC)

New York, NY

AIESEC is a student-run, nonpartisan international management development organization that provides international training opportunities for students with leadership potential in business-related fields. Through its international headquarters in Brussels, AIESEC sets up and administers international work exchanges with 60 countries. Western Europe accounts for 67% of its placements, Asia 12%, Latin America 9% and Africa 6%. It annually places over 350 foreign students in U.S. companies, and an equal number of Americans in companies abroad. In the U.S., AIESEC has 62 chapters affiliated with academic institutions. AIESEC internships run from 2 to 18 months and include a living stipend. Positions may lead to permanent employment.

Professional staff

AIESEC has a professional staff of eight people in the U.S. Overseas staff are stationed in 59 countries, each of which has student and, sometimes, professional employees, who organize AIESEC's exchange programs. Its professional staff is small and there is little turnover.

Qualifications

To participate in an exchange, candidates must be full- or part-time college or university students and must be involved in an AIESEC local chapter. In addition to developing the exchange program, local chapters sponsor conferences and lectures on current domestic and international business topics. AIESEC seeks people skilled in such fields as accounting, computer science, finance, marketing and other business-related areas; years of study and work experience will determine placement and job responsibility levels. Candidates must demonstrate leadership potential for international training and management. Some expertise in foreign languages is preferred; French, Spanish and German are the most useful.

Application procedure

There is an annual fee of $10 to $40 for membership in a local chapter. For those who go abroad, there is an additional $75 application fee. For more information about local chapters or exchanges, contact:

Public Relations Director
AIESEC-U.S., Inc.
14 West 23rd Street
New York, NY 10010
(212) 206-1888

Council on International Education Exchange (CIEE)

New York, NY

A membership organization for individuals and academic institutions, CIEE sponsors and administers a wide variety of services and educational exchange programs involving work, study and travel throughout the world. It advises institutions developing and monitoring educational exchange programs. It administers exchange programs in many parts of the world for high-school, college and graduate students, principals and elementary- and secondary-school teachers. It helps the Japanese Ministry of Education recruit English teachers, and sponsors programs to enable youth from all over the world to participate in work exchanges or work camps.

CIEE also sponsors the internationally recognized student identity card which enables young travelers to get discounts. It charters flights between

Europe and the U.S. for the general public via its subsidiary Council Charter, Inc., and facilitates all forms of student travel via another subsidiary, Council Travel Services, Inc. CIEE publishes many well known books, including the *Whole World Handbook: A Guide to Study, Work and Travel Abroad.* For more information on CIEE's many programs, write for their *1986 CIEE Student Travel Catalogue.* For more information on work exchanges, write for *Wanted Abroad.* Both publications are free.

Professional staff

There are 200 professionals in the U.S., 50 overseas in France, Spain, China, Japan and the Soviet Union. During the past year 25 professionals were hired.

Qualifications

A college degree is required for some positions. Knowledge of languages is preferred, and French, Spanish, Japanese, German and Russian are listed as most important. Applicants should have some experience in either travel sales, study abroad or other international experiences. Study and travel in Europe or Asia is considered a plus.

Internships

Paid internships are available to college students, usually between February and September. Knowledge of a foreign language is helpful as is previous overseas work, study or travel.

Application procedure

Apply to:

Personnel Department
Council on International Educational Exchange
205 East 42nd Street
New York, NY 10017
(212) 661-1414

The Experiment in International Living

Brattleboro, VT

The Experiment is the pioneer of the homestay concept, in which an individual learns about another culture by living with a family. Since its founding in 1932, the Experiment has grown into a worldwide organization that promotes international understanding through a mix of programs in citizen exchange, language training, higher education and technical assistance. The International Program Division coordinates over 3,000 exchanges each year. It sends U.S. citizens of all ages to 30 countries abroad and brings foreigners from 90 countries to the U.S. Exchanges usually include a homestay, travel and language study and may last one to four weeks for adults or a summer or semester for college and high-school students.

The School for International Training (SIT), the academic arm of the Experiment, is an accredited undergraduate and graduate institution specializing in languages and international and intercultural studies. SIT programs lead to a Masters in Intercultural Management, Masters in Arts in Teaching Languages or Bachelors in International Studies. As part of their training, students are required to do an internship abroad.

The Experiment also carries out some technical assistance programs in the Third World. Current projects include management training in Pakistan and Somalia; agroforestry development, vocational training, poultry production and rural development in Uganda; language training in Indonesia and Thailand; and other projects in Africa and Central America.

Professional staff

The Experiment has a professional staff of 200 in the U.S. and 492 overseas; however, the number of professionals abroad varies. Of the 492 (of whom 77 are Americans), 151 are in Indonesia, 273 are in Thailand providing refugees with English and cross-cultural training, 58 are involved in management training in Sudan and Somalia, 1 is in Pakistan, 7 in Uganda and 2 in Ethiopia and Kenya. Most of the technical assistance work is done by foreign nationals. In addition to U.S. citizens, the Experiment's staff consists mainly of Canadians and Australians, although some local nationals are hired for overseas projects. Professionals working in Third World countries usually hold one-year renewable contracts. During the last year, 40 professionals were hired for domestic and overseas assignments.

Qualifications

Graduate degrees in international relations, educational administration, economic and social development or management are useful. A PhD is required for faculty positions at SIT. Two to three years experience in areas such as project management, teaching or intercultural work is generally required for most positions. Experience living or working abroad, preferably in Third World countries, is very helpful. Knowledge of foreign languages is preferred, as is a willingness to travel or live abroad.

For leadership positions in the exchange programs, some degree of language proficiency is almost always required, depending on the country. There are also academic requirements. Students participating in exchanges should also have some language training.

Internships

Unpaid, U.S.-based, semester-long internships are usually open to degree candidates at SIT. In a few cases, internships will be made available to graduate or undergraduate students from other schools.

Application procedure

Students interested in SIT internships should send a résumé and a project proposal to the Director of Personnel. People interested in professional staff positions should also send a résumé to the Director of Personnel. Those interested in leadership should write to the Leadership Department. Those interested in exchanges should contact the Marketing Department for a preliminary application. After this is reviewed, applicants must fill out and return a lengthier form. Deadlines are in the spring for all programs. The address is:

The Experiment in International Living
School for International Training
Kipling Road
Brattleboro, VT 05301
(802) 257-7751

International Association for the Exchange of Students for Technical Experience (IAESTE)

Columbia, MD

IAESTE is an independent nongovernmental organization that provides college or graduate students with on-the-job, practical training experience abroad. IAESTE is a confederation of 50 member countries. The U.S. joined the international organization in 1950. In the U.S., the program is administered by the Association for International Practical Training (AIPT).

The IAESTE program provides opportunities for students of engineering, sciences, agriculture, forestry, architecture, mathematics and other technical fields to work abroad with colleagues in the same profession. Placement may be in a research lab, design office, production department or field location, depending on the nature of the student's background and interests. Most placements are for 8-12 weeks during the summer, although some may be available for longer periods and at different times of the year. Employers usually pay a maintenance allowance to cover the trainee's living expenses. Students are responsible for their own travel and incidental expenses. In 1984, the IAESTE program worldwide provided practical training opportunities for over 5,000 students.

Professional staff

AIPT does not have staff outside the U.S. and does not anticipate any additions to its small U.S.-based staff.

Qualifications

IAESTE exchange students must be enrolled in good standing at a college, university or institute of technology. They must have completed the freshman year and major in one of the previously mentioned fields. Postdoctorate trainees are normally not accepted.

Chances of being accepted in the program are greatly enhanced if students can find an American employer willing to offer a position for an exchange student. Most countries accept English-speaking students. However, Argentina, Austria, Belgium, Brazil, Colombia, France, Italy, Japan, Korea, Luxembourg, Mexico, Portugal, Spain, Switzerland and West Germany do require some degree of expertise in their native languages.

Application procedure

To apply, students must obtain an application from AIPT, complete it, secure academic endorsement and submit this package before December

10, together with a nonrefundable membership/application fee of $50. To obtain application forms, write to:

IAESTE Trainee Program
c/o Association for International Practical Training
Park View Boulevard
10480 Little Patuxent Parkway
Columbia, MD 21044
(301) 997-2200

Volunteers for Peace, Inc. (VFP)

Belmont, VT

VFP coordinates international work camps in the U.S. for Americans and foreigners and helps place American volunteers in work camps abroad. Work camps are two- to three-week programs, usually during the summer, where international volunteers live and work together on a community service project. Positions are unpaid, but room and board are free. Volunteers arrange and pay their transportation. They often apply to serve at more than one work camp in the same or nearby countries.

Work camps are sponsored by an organization in the host country. Formal and informal discussion on issues of common concern are an integral part of every work camp. The work involved is often a construction, agricultural or environmental project or can be a community- or peace-oriented service. Conditions in the work camps vary. Housing may be in a local school or church or in tents. Meals are often prepared by work campers on a rotating basis. Decisionmaking is by group consensus.

Professional staff

VFP has a permanent staff of four. Turnover is very low. Most work is done by 50 volunteers.

Qualifications

Work camp volunteers should have a willingness to promote international goodwill and peace and must be able to pay their own transportation to and from the camps. The average age of volunteers is 21, but applications are accepted from anyone age 18 and up. There are limited opportunities for persons ages 13-18. No special skills or foreign language proficiency is required, nor is a high-school, college or graduate degree.

Application procedure

There is a $50 registration fee for foregn work camps and $25 for domestic. Scholarships are available. People interested in work camps may request VFP's International Workcamp Diretory, which includes the registration materials. For students, this costs $6, for others, $10. Write to:

Volunteers for Peace, Inc.
Tiffany Road
Belmont, VT 05730
(802) 259-2759

Young Men's Christian Association of the USA (The YMCA or the Y)

Chicago, IL

The Young Men's Christian Association (YMCA) is a worldwide Christian organization dedicated to developing leadership skills in youth, promoting international understanding and Third World development and strengthening family ties and community development. The Y serves about 25 million members in over 90 countries and some 14 million in 2,400 local branches in the U.S. It sponsors many internationally related programs, such as partnerships with Ys abroad, development aid to the Third World, exchanges for summer campers and counselors, international exchanges for business and community leaders and global education programs.

The Y sponsors a volunteer program for American college graduates to teach English in Japan or Taiwan. It is called the Overseas Service Corps of the YMCA (OSCY). Recruits spend a year in Taiwan or two years in Japan teaching noncredit English classes. Living stipends are provided, travel expenses are covered in part and housing is generally arranged.

Two programs, the World Service Workers (WSW) and the YMCA Professionals Abroad (YPA), select young people to go abroad for two years to work with overseas YMCAs. Their responsibilities include promoting education, community development, health and physical education and recreation and administration. At present, most workers are sent to the Third World. Workers are paid a stipend.

The YMCA is a decentralized movement with national headquarters—called the YMCA of the USA—in Chicago. Local Ys make their own policy and program decisions. The International Division of the YMCA of the USA works with seven regional offices—each devoted to a different part of the world—to coordinate and facilitate programs with Ys in the U.S. and abroad. Another office in New York, called International Program Services, organizes camp counselor and other youth exchanges, and a foreign-student arrival service.

Professional staff

About 7,000 professionals nationwide work for the Y. Of these about 100 work on international programming at least half-time, some full-time. The YMCA of the USA has about 10 professional positions in its international division, none entry level. The International Program Services office in New York has a professional staff of nine. There are about 25 people currently serving abroad as WSW and YPA volunteers, and 10-15 are chosen each year. Another 50 are teaching in OSCY positions. Overseas Ys are staffed by foreign nationals.

Qualifications

Qualifications vary according to position. OSCY teachers must be fluent in English, interested in teaching English as a second language and Asian studies and must have personal qualities such as tact and flexibility. Some background teaching English as a foreign language and volunteer experience with the YMCA or a similar organization is preferred. Knowledge of

Japanese or Chinese is helpful, but not required. Applicants must have a BA. Sponsorship by an American Y is not required.

YPA applicants must have two years experience with a YMCA in the U.S. WSW applicants need not have previous Y experience, although this is useful. Applicants must also have endorsement or sponsorship from a local U.S. Y; sponsorship entails raising approximately $30,000. People unaffiliated with a Y can sometimes be helped in obtaining sponsorship by the national office. The success rate for this process is not high. WSW and YPA applicants must have the proper attitude for YMCA work, potential for service on domestic staff upon return, demonstrated international commitment, prior international experience and some language skills. Service is normally for two years and requires at least one year previous experience in health, fitness, aquatics, youth and adult programming, child care, finance or budget, teaching English or rural development.

For U.S.-based positions, the YMCA hires a wide variety of people with diverse backgrounds. For international programming positions, degrees carry less weight than experience in community development, recreation, camping, teaching and physical education. Languages, such as Chinese, French, German, Japanese and Spanish are useful but not required. Previous international experience is highly desirable.

Internships

The New York office takes about five interns each summer. Positions are not paid, although some are work-study. Most interns are undergraduate students who help with administrative—not clerical—work. Interns should have international interests. Foreign language abilities are also helpful.

Application procedure

For internships, contact the Internship Coordinator at:

YMCA International Program Services
356 West 34th Street
New York, NY 10001
(212) 563-4595

For OSCY, you must apply by March 15 for Taiwan, March 15 or November 15 for Japan. Write to: Overseas Service Corps (OSCY), International Division. For YPA or WSW positions, contact: Manager, Overseas Personnel Programs. There is a $25 application fee and a 35% acceptance rate. For more information on either program, write to:

YMCA of the USA
101 North Wacker Drive
Chicago, IL 60606
(312) 977-0031

For a list of Ys that sponsor international programs or to learn more about their international activities in general write to the International Division at the address above.

Youth for Understanding (YFU)

Washington, DC

YFU is an educational organization that organizes international exchange programs for high-school students. Students live with host families and are normally enrolled in local secondary schools. Programs last a semester, summer or year and usually start during the early summer. In 1984, almost 3,700 students lived with host families in the U.S., and more than 1,500 American students became members of families in Europe, Latin America, Asia and the Pacific. In addition, 250 students took part in multilateral programs offering exchanges between countries other than the U.S.

At present, YFU sponsors programs in Australia, Brazil, Canada, Chile, Colombia, Uruguay, Venezuela and throughout Western Europe. Its International Center in Washington, DC, and 13 regional offices are aided by many volunteers who screen candidates, provide orientation, promote the program and raise funds.

Professional staff

YFU has a full-time staff of 135 professionals in Washington and 13 regional offices. Overseas work is carried out by foreign affiliates, staffed by locals. Ten people were hired in the past year for the U.S. offices and three more were hired as National Directors for overseas offices.

Qualifications

For the professional staff, a college degree in international relations, foreign languages or liberal arts or an MBA, MS, MSW or MA in education is useful. Some knowledge of French, Japanese or Spanish is preferred. Work experience in international relations, education, intercultural development or foreign-student exchange is preferred, as is overseas experience. Willingness to travel is required for employment.

For exchange programs, YFU seeks "open, flexible students who possess a spirit of adventure and welcome the challenge of adapting to a new culture and people." High-school students are chosen based on academic achievement, language proficiency and maturity. For most West European countries, students must have at least two years language training. International students must be able to pass an examination in conversational English.

YFU program fees are paid for by the students and their families. One-year program fees are approximately $4,500; summer fees are $2,500. Fees normally include round-trip transportation, room and board with a host family and enrollment in a secondary school abroad. YFU offers a limited number of financial scholarships based on need.

Internships

YFU has some unpaid internships, which may last a semester or summer. Interns usually work in the Washington office on accounting, research, corporate development, public relations or orientation. Applicants should be undergraduates interested in international affairs, education or business.

Application procedure

Professionals seeking employment at YFU should send a résumé to the Personnel Director. Applications for internships should be addressed to the Volunteer Office. Students interested in exchange programs may write or call YFU to receive application materials. To be considered, students must submit a completed application and a nonrefundable $40 application fee. The application procedure may originate with the Washington, DC, headquarters or with one of the U.S. regional offices. For information, write to:

Youth for Understanding
3501 Newark Street, N.W.
Washington, DC 20016
(202) 966-6800

United States Government / 9

Introduction

The U.S. government employs about 3 million people in jobs ranging from forest ranger to Foreign Service Officer. Federal employees work in every state and in almost every country. Their job is not only to serve their country, but to help run it.

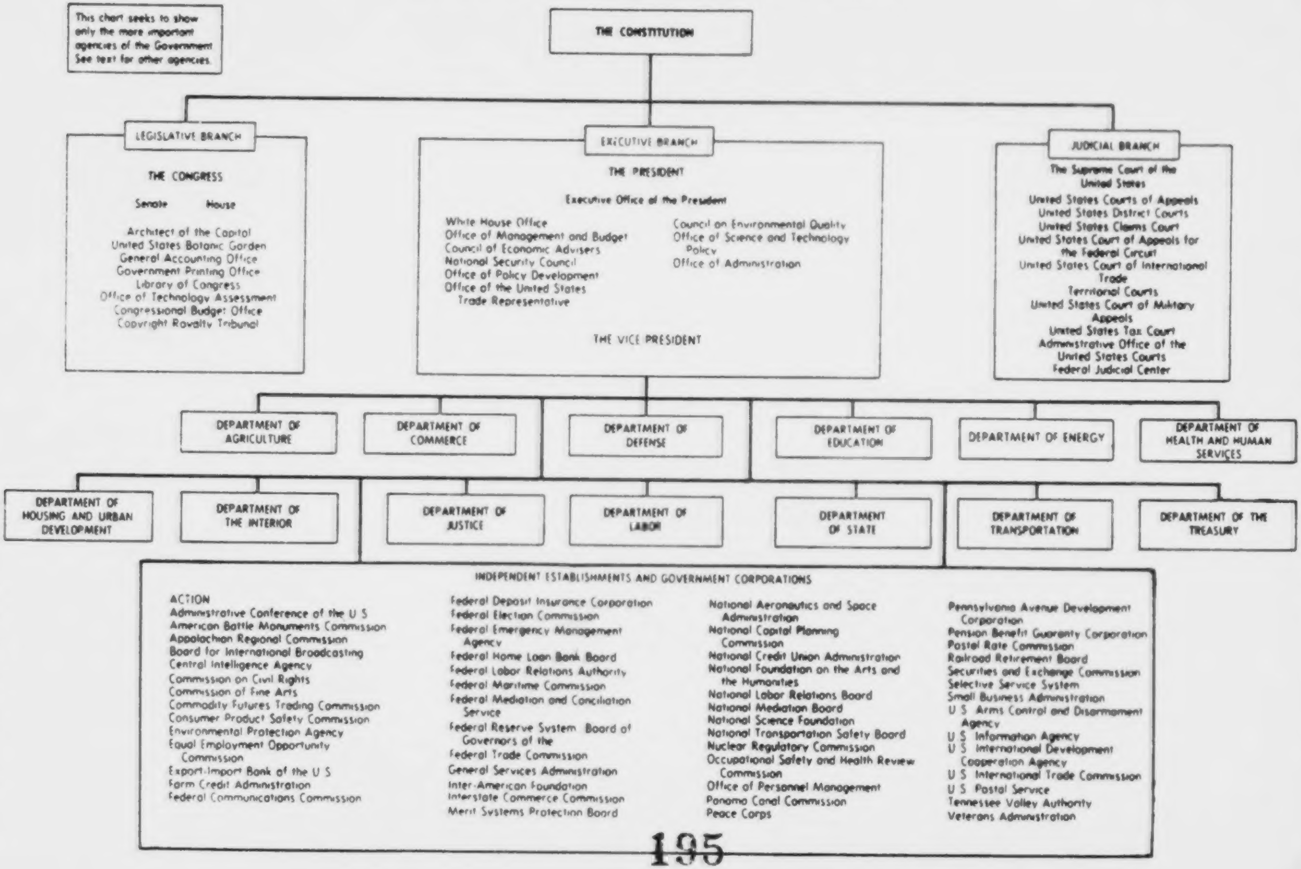
Government service can be exciting, especially for those involved in international work. For the U.S., an outward-looking country, it is essential to receive a reliable and constant stream of information on attitudes, politics and business in countries of its allies and foes alike. It is equally important to have Federal employees abroad to represent U.S. attitudes and policies. Thus, while private companies are increasingly hiring local nationals to manage their foreign operations abroad, the U.S. government still believes in sending Americans, and this is not likely to change.

About 86,000 American Federal employees work abroad. Although readers might think that the majority work for the Department of State, in reality only about 9,000 do. The rest work for other Federal agencies, including the armed services. Federal employees fill almost as many different occupations abroad as they fill at home.

In addition to jobs overseas, the government offers opportunities for internationally oriented work in the U.S. This chapter discusses many of these Federal positions.

There are so many and such complex testing and application procedures governing Federal employment that it is a full-time job to learn them all. This chapter provides many details on these procedures, but applicants are urged to contact the government's central personnel agency, the Office of Personnel Management (OPM), or the agency to which they are applying for further information. Despite the government's reputation for slow-moving bureaucracy, we have found most government workers forthcoming about explaining their jobs and detailing the application process.

THE GOVERNMENT OF THE UNITED STATES


This chart seeks to show only the more important agencies of the Government. See text for other agencies.
THE CONSTITUTION
LEGISLATIVE BRANCH
THE CONGRESS
Senate
House
Architect of the Capitol
United States Botanic Garden
General Accounting Office
Government Printing Office
Library of Congress
Office of Technology Assessment
Congressional Budget Office
Copyright Royalty Tribunal
EXECUTIVE BRANCH
THE PRESIDENT
Executive Office of the President
White House Office
Office of Management and Budget
Council of Economic Advisers
National Security Council
Office of Policy Development
Office of the United States Trade Representative
Council on Environmental Quality
Office of Science and Technology Policy
Office of Administration
THE VICE PRESIDENT
JUDICIAL BRANCH
The Supreme Court of the United States
United States Courts of Appeals
United States District Courts
United States Claims Court
United States Court of Appeals for the Federal Circuit
United States Court of International Trade
Territorial Courts
United States Court of Military Appeals
United States Tax Court
Administrative Office of the United States Courts
Federal Judicial Center
DEPARTMENT OF AGRICULTURE
DEPARTMENT OF COMMERCE
DEPARTMENT OF DEFENSE
DEPARTMENT OF EDUCATION
DEPARTMENT OF ENERGY
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
DEPARTMENT OF THE INTERIOR
DEPARTMENT OF JUSTICE
DEPARTMENT OF LABOR
DEPARTMENT OF STATE
DEPARTMENT OF TRANSPORTATION
DEPARTMENT OF THE TREASURY
INDEPENDENT ESTABLISHMENTS AND GOVERNMENT CORPORATIONS
ACTION
Administrative Conference of the U.S.
American Battle Monuments Commission
Appalachian Regional Commission
Board for International Broadcasting
Central Intelligence Agency
Commission on Civil Rights
Commission of Fine Arts
Commodity Futures Trading Commission
Consumer Product Safety Commission
Environmental Protection Agency
Equal Employment Opportunity Commission
Export-Import Bank of the U.S.
Farm Credit Administration
Federal Communications Commission
Federal Deposit Insurance Corporation
Federal Election Commission
Federal Emergency Management Agency
Federal Home Loan Bank Board
Federal Labor Relations Authority
Federal Maritime Commission
Federal Mediation and Conciliation Service
Federal Reserve System, Board of Governors of the
Federal Trade Commission
General Services Administration
Inter-American Foundation
Interstate Commerce Commission
Merit Systems Protection Board
National Aeronautics and Space Administration
National Capital Planning Commission
National Credit Union Administration
National Foundation on the Arts and the Humanities
National Labor Relations Board
National Mediation Board
National Science Foundation
National Transportation Safety Board
Nuclear Regulatory Commission
Occupational Safety and Health Review Commission
Office of Personnel Management
Panama Canal Commission
Peace Corps
Pennsylvania Avenue Development Corporation
Pension Benefit Guaranty Corporation
Postal Rate Commission
Railroad Retirement Board
Securities and Exchange Commission
Selective Service System
Small Business Administration
U.S. Arms Control and Disarmament Agency
U.S. Information Agency
U.S. International Development Cooperation Agency
U.S. International Trade Commission
U.S. Postal Service
Tennessee Valley Authority
Veterans Administration

Courtesy of the Federal Personnel Guide.

BEST COPY AVAILABLE

Competitive and Excepted Service

About 81% of all Federal jobs are offered through the *competitive service,* an applicant-screening process run by OPM. Anyone who feels qualified for a competitive-service job can submit his or her qualifications to OPM. OPM rates and ranks candidates' applications and keeps them on file. Government agencies with positions to fill can request OPM to forward the names of candidates with the appropriate background. OPM sends the names of the three top-rated applicants. The agency reviews the files and then hires the applicant[s] of it choice.

Industrious Federal job seekers will not wait for OPM to call them. They will get their OPM rating, which is required for most competitive jobs, and monitor job openings in their fields. This will enable them to find suitable jobs much faster than those who wait to be hired off the OPM roster. Taking an activist job-hunting approach is particularly important because some jobs are filled before they are registered with OPM: a current government employee may transfer or be promoted.

Some positions are *noncompetitive,* for example, attorneys, chaplains, summer interns and high-level policymaking posts. People interested in these jobs do not need an OPM rating. Other positions are noncompetitive for certain handicapped people, veterans or people claiming what is known as 10-point Veteran's Preference (disability, Purple Heart, widow, widower, spouse or mother of Vietnam veteran). Some agencies that normally hire through the competitive service receive *delegated authority* from OPM to advertise publicly for a job instead of going through OPM. The best way to find these jobs is by watching Federal vacancy advertisements.

Some agencies are *excepted* from the competitive service. To apply for jobs in an excepted agency, you must follow that agency's specific application procedures. About 83% of the positions at the Department of State, 45% at the Department of Justice, 74% at the U.S. International Communications Agency, 70% at the International Development Cooperation Agency, and all the positions at the Library of Congress, the Federal Reserve System, the Smithsonian Institution, the Nuclear Regulatory Commission, and in intelligence agencies, congressional offices and committees are excepted. All Foreign Service Officers are excepted. Most civilian military personnel are not excepted, but all teaching jobs at Department of Defense Dependent Schools are.

Federal Job Hunting

It is essential for the Federal job seeker not only to register with OPM but to apply directly to the personnel office at the agency of choice. Furthermore, it is useful to send a letter and résumé directly to the head of the department or person responsible for hiring. Even if there are no current openings, job seekers should write both to the OPM and to the agency. Never assume that simply because you registered with OPM you will get a job. Registering is only the beginning.

Application procedures vary from job to job, but this should not intimidate job seekers. OPM offices around the country provide information about which form to fill out and which, if any, test to take. They also supply the forms and administer the tests. A Federal Job Information Center (FJIC) or one of the 54 regional or area OPM offices is probably located near you and can be found in the white pages under U.S. Government.

When applying for a Federal job, contacts—including friends, family, alumni, lobbyists and, for congressional jobs, constituents, Congressional staffers and party contributors—are very helpful, often essential. Keep in touch with acquaintances who work in an agency that you would like to work in and publicize your job search to friends. Never forget to follow up on your inquiries, stay in touch with potential employers and consult vacancy announcements. Another word of caution: it can take time to locate and be hired for a Federal job, so plan accordingly.

After You Are Hired

If you are hired, you will be offered a temporary, term or career-candidate appointment. Temporary appointments are for one year or less and offer few benefits. Term appointments are offered for work on a specific project that runs for more-than-one to less-than-four years; such appointments carry benefits. Career-candidate appointments give full benefits and, after a three-year probationary period, lead to career status, which provides the most job security.

There are a number of Federal pay systems. The one covering most professional, technical and other white collar employees is the *General Schedule (GS)*. OPM administers jobs on the entire GS scale. The scale runs from GS-1, the lowest grade, to GS-18. Each of the 18 grades has 10 pay steps. For grades GS-1 through -12, the increases are normally offered at one-, two- or three-year intervals. These increases correspond to length of time on the job. Raises at GS-13 to -15 are given purely on merit. The pay scale changes with the cost of living.

GS Payscale, 1986

Showing first and tenth pay steps

GS-1	$9,339 - 11,686	GS-10	24,011 - 31,211
GS-2	10,501 - 13,216	GS-11	26,381 - 34,292
GS-3	11,458 - 14,896	GS-12	31,619 - 41,105
GS-4	12,862 - 16,723	GS-13	37,599 - 48,876
GS-5	14,390 - 18,710	GS-14	44,430 - 57,759
GS-6	16,040 - 20,855	GS-15	52,262 - 67,940
GS-7	17,824 - 23,170	GS-16	61,296 - 77,640
GS-8	19,740 - 25,662	GS-17	71,804 - 81,376
GS-9	21,804 - 28,347	GS-18	84,157

At present, there is a $68,700 ceiling imposed by Congress on GS salaries.

Mid-level employees are hired at grades 9 to 12. Qualifications are generally four years of college or three years of professional work plus at least two years of specialized professional experience and/or an MA. For grades 11 and 12, three years of professional experience and three years of specialized experience are necessary. A graduate degree may be substituted for only two years of the specialized experience.

Senior-level positions, GS-13 through -15, are normally filled by promotion, although some are occasionally available. At least six years of "difficult" experience plus graduate education are required. Grades 16 through 18 are noncareer executive assignments only—that is, appointed senior positions.

How to Find Job Information

Most agencies have personnel offices that post vacancy announcements and can tell you either what vacancies exist or where to find them listed. The New York area OPM office publishes the "Federal Job Opportunities List" of openings in New York and Washington, DC. This mimeographed publication is updated every two weeks and is available free. [See the bibliography for details.] Other local OPM offices might offer similar information.

There is also a private publication that monitors and lists Federal job openings called *Federal Career Opportunities*. It lists over 3,500 Federal openings, most at grades 9 through 12. Information provided includes contact address and, occasionally, name, job title, a very brief description of qualifications and a closing date. Jobs are listed by agency. About half the jobs are with the Department of Defense. [See the bibliography, Chapter 14, for further details.] *L.J.S.*

Central Intelligence Agency (CIA)

Langley, VA

The CIA has primary responsibility for the clandestine collection of foreign intelligence, for conducting counterintelligence abroad, and for the research and development of technical collection systems. The CIA produces political, military, economic, biographic, sociological, and scientific and technical intelligence to meet the needs of national policymakers. It is one of the largest U.S. government agencies offering internationally related employment opportunities for persons of almost every background and academic disclipline.

The CIA has four directorates. The Intelligence Directorate uses information from a variety of sources to develop an analysis to be used by policymakers, including the President, Congress and the Cabinet. Issues addressed are as diverse as international terrorism, arms control monitoring, narcotics trafficking, world energy, or technological breakthroughs. The Operations Directorate collects intelligence through personal contacts, which may range from clandestine meetings with foreign nationals to sessions with U.S. citizens who want to volunteer information about foreign events. The Science and Technology Directorate develops and operates strategic technical collection systems. The Administration Directorate is the business arm of the organization.

Opportunities to serve abroad exist throughout the Agency. Some personnel, including overseas intelligence and communications, spend a considerable amount of their career overseas. (Though the figure is classified, the staff is estimated to number 18,000.)

Qualifications

The CIA employs both experienced professionals and recent college graduates. All must be U.S. citizens. The Intelligence Directorate hires individuals possessing MAs or PhDs in contemporary history or foreign political, military or economic affairs. Employment in the Operations Directorate as an overseas intelligence officer requires a minimum of a BA with a consistently high level of academic performance, foreign language capability or aptitude and strong communications skills. Individuals over 35 cannot be considered. The Science and Technology Directorate seeks engineers (electrical, electronic, battery), physical scientists, systems analysts, photo scientists and other individuals with a strong scientific or technical background. The Administration Directorate needs communications officers (radio operators, field engineers), security officers, computer specialists, logisticians, accountants and personnel officers. Many of these individuals serve on a rotational basis in the other three directorates.

Training program

The Agency has a comprehensive training program. Depending on your assignment in the Agency, you will be provided with classroom or on-the-job training ranging from one week to two years. The two-year Career Training Program is designed for the individual preparing for a career as an overseas intelligence officer and is very selective.

Internships

The Agency participates in the Cooperative Education Program (CO-OP) for undergraduates majoring in architecture, chemistry, computer science, engineering, geography, graphic design, logistics, management information systems, mathematics, non-Romance languages, personnel administration and physics. They must be able to work a minimum of three terms and maintain a 2.75 GPA. [For information, see discussion of CO-OP program in Chapter 12.]

The Agency has a Graduate Studies Program. Most graduates are placed in the Intelligence Directorate, but summer research and engineering opportunities are offered to graduate students in high-technology fields. Completed applications must be received by mid-November for employment the following summer. Send résumés or write for information to:

Coordinator for Student Programs
Department S, Room 4N20 (V44)
P.O. Box 1925
Washington, DC 20505
(703) 482-7676

Application procedure

The Agency employs individuals from almost every academic discipline. Résumés are reviewed for all available openings and often referred to regional recruitment centers for action. Qualifying applicants must undergo an extensive background investigation, medical evaluation, and polygraph examination before a firm offer of employment can be made. The procedure may take six to nine months. To apply, send a résumé and statement of why you want to work for the CIA to:

Personnel Representative
Department S, Room 4N20 (V44)
P.O. Box 1925
Washington, DC 20505
(703) 482-7676

Congressional Research Service (CRS)
The Library of Congress

Washington, DC

Established in 1800 to provide Congress with library resources, the Library of Congress has since become America's national public library, stocking a copy of nearly every book and periodical published in the U.S. and abroad. CRS, a department of the library, provides nonpartisan research and reference assistance exclusively to Congress. CRS's Foreign Affairs and National Defense Division responds to congressional queries concerning U.S. foreign policy and national defense issues. Other CRS divisions also employ international specialists in the areas of economics, environment, international law, area studies and science policy.

Professional staff

There are approximately 60 professionals within the Foreign Affairs and National Defense Division. No one was hired permanently in the past year. Total CRS staff numbers 860.

Qualifications

A BA with some expertise in foreign affairs, defense policy or area studies is preferred. Previous work experience in related fields is required except at entry levels, but a graduate degree (MA, MIA, PhD) or superior academic achievement may be substituted for some or all of the required specialized experience. The number of years experience required depends on the position for which the candidate applies. Neither knowledge of a foreign language nor willingness to travel or live abroad is necessary. Employees must be able to work under deadlines and write objectively. U.S. citizenship is required.

Internships

Paid Foreign and Defense Policy Research Associate positions are available for graduate students and college graduates for three-month terms. Interns respond to 'quick-response' basic research requests on foreign and defense policy. Qualifications include a BA with emphasis on foreign or defense policy or the social sciences and at least three months previous research or graduate training in related fields. Interns must be nominated by their school or a policy research organization. Invitations are sent four times a year to nominating institutions composed of a core group of schools and research organizations, the list of which rotates on a regional basis to include a variety of organizations.

The Student Volunteer Program places students throughout CRS, depending on the needs of specific divisions. To work in the Foreign Affairs and National Defense Division, prospective interns should have work experience and be studying some aspect of international relations. These nonpaying internships are offered throughout the year to students ennrolled in an accredited educational program. Approximately five students are hired for summer positions and fewer for positions during the year.

Application procedure

Information about the Foreign and Defense Policy Research Associate program can be obtained from:

Foreign Affairs and National Defense Division
General Research Section, Room LM 315
Congressional Research Service
The Library of Congress
Washington, DC 20540
(202) 287-5050

Persons interested in the Student Volunteer Program should send standard form 171 with a cover letter stating dates of availability. It is recommended that a course listing also be enclosed. The address is:

Administrative Officer
Office of Management and Administrative Services
The Library of Congress
Congressional Research Service
Room LM 208
Washington, DC 20540
(202) 287-8803

CRS is exempt from the OPM system. Applications for specific vacancy announcements must be addressed to:

The Library of Congress, Employment Office
Room LM 107
101 Independence Avenue, S.E.
Washington, DC 20540

CRS has a computerized recruiting system that generates mailings of vacancy announcements to potential applicants in accordance with their expressed employment interests. The system is available to all U.S. citizens interested in working for CRS in a professional capacity. Inquiries about this system or about other employment-related issues should be addressed to:

ALERT
CRS/MAS
The Library of Congress
Washington, DC 20540
(202) 287-8803

Employment seminars that explain the application procedure and qualifications are held every other week at the Congressional Research Service. Call (202) 287-8803 for information.

Department of Agriculture (USDA)

Washington, DC

The Foreign Agricultural Service (FAS) is the USDA division responsible for surveying international markets for U.S. agricultural products and for working to expand markets and lower trade barriers in 112 countries. FAS is staffed by a network of overseas-based agricultural counselors, attachés and trade officers and a team of Washington-based economic analysts, marketing specialists and trade-policy experts.

FAS plays a leading role in representing U.S. agricultural interests abroad by focusing on three key elements—market intelligence, market access and market development. Professional agriculturalists posted at 70 U.S. embassies worldwide gather data to analyze foreign agriculture policies, market conditions and trade opportunities. FAS also introduces U.S. products to new markets.

Professional staff

FAS maintains a professional staff of 225 in Washington, DC, and 100 Foreign Service Officers (FSOs) at 70 posts overseas. Of its 325 employees, approximately 275 are professional economists. In the past year, 15 people were hired.

Qualifications

FAS offers professional career opportunities in management, public affairs, budget analysis, agricultural economics, accounting and computer programming. Most Washington-based positions are open to highly qualified agricultural economists. An MA in economics, with specialization in agricultural or international economics, and two years experience in economics-related fields is preferred. However, relevant graduate work may be substituted. Work or educational experience abroad is an asset. Knowledge of either Spanish, French, Japanese or other languages is desirable although not essential.

Training

FAS offers a Professional Career Development (PCD) program for all new professionals. The three-year program is designed to provide participants with experiences that will develop specialized knowledge, skills and abilities to enhance performance in Washington and abroad. Participants receive on-the-job training and are employed in nearly every area of FAS. Additionally, PCD professionals are given the opportunity to participate in special trips, seminars and formal classroom courses, but they do not serve abroad.

Internships

Semester-long internships are available to students of economics in college and graduate school. Interns work as economics assistants. The positions are paid and are administered under the governmentwide Cooperative Education Program (CO-OP). [See Chapter 12 for more information.]

Application procedure

There are separate procedures for applying for domestic jobs and overseas jobs with FAS. FAS domestic professional positions (mainly for agricultural economists) are filled by candidates who are referred by OPM or who apply directly through a Mid-Level Examination Announcement (which gives applicants an OPM rating). These applications should be sent to:

Mid-Level Examination
Office of Personnel Management
1900 E Street, N.W.
Washington, DC 20415
(202) 653-8468 or (202) 632-9594

Overseas posts are staffed by FSOs. These positions are filled by people already serving in the U.S. as agricultural economists at FAS in a General Schedule (GS) position. To move laterally from a GS to a Foreign Service (FS) position, one should have at least two years of previous experience in FAS. Such openings are publicized annually through the Foreign Service Lateral Entry Vacancy Announcement. [For more information on GS positions, see the introductory essay to this chapter. For more information on FS positions, see the entry on the Department of State.]

It is suggested that all applicants for a domestic position send their résumés to FAS for review. The address is:

Recruitment Officer
FAS Personnel Division
Room 5627 South Building
14th and Independence Avenue, N.W.
Washington, DC 20250
(202) 382-1587

Department of Commerce

Washington, DC

The Department of Commerce serves to strengthen domestic economic development, promote international trade and foster U.S. competitiveness in the world market. The department's foreign activities are managed by the International Trade Administration (ITA). ITA is divided into four subagencies: International Economic Policy, Trade Administration, Trade Development and the U.S. and Foreign Commercial Service (US & FCS, discussed separately below).

International Trade Administration

▶ *International Economic Policy* is responsible for gathering information on trade, investment and economic issues, and for monitoring worldwide market conditions. This information is used in the analysis, formulation and implementation of international economic policies. International Economic Policy also gives seminars to U.S. businesses on foreign countries' trade regulations.

▶ *Trade Administration* administers programs pertaining to import and export issues such as industrial resources, foreign boycotts and trade regulations. Exporters are also advised on technical problems and assisted in expediting export-license application procedures.

▶ *Trade Development* handles the promotion of trade and resolution of problems in specific industries. This unit also promotes the development of export trading companies. ITA publishes several booklets, guidebooks and a magazine, *Business America*, all of which address international trade issues.

Professional staff

All ITA staff serve domestically, except for Foreign Commercial Service officers (see below). There are approximately 1,200 professionals. During the past year, 160 were hired.

Qualifications

ITA needs staff with academic backgrounds in economics, marketing, international business, business administration, international law and foreign policy.

Mid-level positions generally require an advanced specialized degree and previous work experience. Most mid-level positions, starting at GS-9, are filled by Presidential Management Interns [see Chapter 12] who have a graduate degree and work experience. Approximately five interns are referred annually by OPM; they usually serve two years at the GS-9 or -10 grade. Successful recruits are promoted to GS-11 or -12.

ITA relies primarily on the Cooperative Education Program to fill entry-level positions grades 5 to 7. Upon graduation from college, students participating in the program may receive permanent appointments. [See Chapter 12 for details.]

Application procedure

To be considered for ITA domestic positions one must submit form 171 and be referred by the OPM. Applications should also be sent directly to:

Personnel Officer
International Trade Administration
U.S. Department of Commerce
Room 4808
Washington, DC 20230
(202) 377-3505

▶ *Foreign Commercial Service* (FCS), the overseas arm of the U.S. and Foreign Commercial Service (US & FCS), was created in 1980 to work with governments, embassies and business representatives to facilitate U.S. trade and investment. Teams of FCS officers stationed in 120 cities in 68 major U.S. export countries worldwide conduct market research to identify potential trade opportunities for U.S. firms and foreign importers. FCS also resolves trade conflicts, conducts trade promotion activities overseas and assists U.S. firms in obtaining bids from major foreign contractors.

The U.S. Commercial Service (USCS), the domestic arm of US & FCS, works closely with U.S. businesses on international trade strategies.

Professional staff

FCS has some 200 FSOs and approximately 500 foreign nationals at work abroad. During the past year, 23 FSOs were hired.

USCS trade specialists maintain 47 district offices throughout the U.S. Each office has a staff of five to seven. Total field staff is 225. Washington, DC, headquarters has a staff of 18.

Qualifications

All FCS applicants must be willing to live overseas for the majority of their careers. Half the positions in 68 countries are filled by people formerly in private business, such as large multinational corporations and export firms. These people do not need to take the Foreign Service examination. FCS also accepts quite a few mid-level candidates through the Lateral Entry Program. Candidates must have prior Department of Commerce experience at the GS-12 level or higher, have served abroad for the department in a non-FCS capacity or be FSOs employed by the departments of State or Agriculture, USIA or AID. FSOs with an MA in business or public administration or an undergraduate degree in business, international marketing, international affairs or languages are preferred.

FCS also accepts newly appointed FSOs, known as Career Candidates. These are people who have taken and passed the Foreign Service exam (including the Commerce "functional" section) and are thus qualified to become FSOs.

Career Candidates must attain minimum professional proficiency in a language. Applicants must be willing to live at an overseas post for a four-year tour of duty. Following a probationary period of three years, these recruits are commissioned as full FSOs.

Finally, the FCS annually appoints between five and ten people to noncareer overseas positions. These temporary jobs are reserved for candidates with specialized background in non-European languages, area studies or technical fields. Tours of duty normally last between two and five years. Applicants need not take the FSO exam and are eligible to apply for permanent FCS positions through the Lateral Entry Program.

Training program

Before going overseas, FCS personnel participate in a four-week training and orientation program in Washington, DC, to become familiar with Department of Commerce issues and major issues affecting their post. Normally, FCS officers also spend some time improving their language skills and understanding of the issues.

Internships

US & FCS sponsors a Work-Study Internship Program for college juniors and seniors and graduate students. The program is designed to encourage students to consider careers in international trade. All interns serve at Foreign Service posts abroad. Interns are assigned junior-level responsibilities, such as conducting market research, preparing reports and organizing trade events. The program is open to currently enrolled students who are at least 21 years old and U.S. citizens, are taking some courses related to international trade and can pass a security check. Positions are not paid, but students can often get academic credit. Applicants should submit form 171, transcripts, two recommendations and an autobiography specifying that the applicant will be returning to studies following the internship.

Application procedure

Recruitment for the Work-Study Internship Program begins on September 1 and ends on November 30. Write to:

Work-Study Internship Program
Office of Foreign Service Personnel
U.S. and Foreign Commercial Service
P.O. Box 688
Ben Franklin Station
Washington, DC 20044-0688
(703) 235-9375

Lateral Entry personnel and non-Career Candidates participate in the FCS's own selection, commissioning and tenuring process. Career Candidates are selected from the FSO personnel registers maintained by the Department of State. [See Department of State entry for more information and addresses.] Persons wishing more information on FCS positions should contact:

Office of Foreign Service Personnel
U.S. and Foreign Commercial Service
U.S. Department of Commerce
Room 3815
Washington, DC 20230
(202) 377-0174

National Telecommunications and Information Administration (NTIA)

In 1978 the Department of Commerce acquired the functions of the White House Office of Telecommunications Policy and subsequently created NTIA. In response to rapidly evolving technology and global competition, NTIA has recently placed greater emphasis on its Office of International Affairs (OIA). OIA works to maintain the efficient functioning of international trade in telecommunications and information services and products.

In conjunction with the Department of State and the Federal Communications Commission, OIA assesses foreign communication policies, reviews regulatory and legislative affairs, presents U.S. positions before international forums and oversees participation by the Communication Satellite Corporation, or COMSAT, in international organizations.

Professional staff

Of the 300 staff members of NTIA, 84 were hired in the past year. Some 100 people are stationed at the NTIA laboratory in Boulder, CO. OIA has a staff of 21, all stationed in the U.S.

Qualifications

NTIA hires for entry- to senior-level positions. A college degree without significant experience is usually sufficient for an entry-level job, although approximately 40% of the employees have a master's degree and previous work experience in areas such as overseas telecommunications marketing and negotiations. A communications degree per se is not essential. NTIA hires professionals, primarily engineers, attorneys and economists, from the private, academic and government sectors.

Application procedure

Interested persons should contact:

Chief, Management Division
U.S. Department of Commerce/NTIA/H-4890
Washington, DC 20230
(202) 377-1800

Department of Justice

Washington, DC

The Department of Justice is the nation's highest law enforcement agency and the government's source of legal advice. The Attorney General, who heads the Department, has ultimate responsibility over the Federal Bureau of Investigation (FBI), the Drug Enforcement Administration, the International Criminal Policy Organization—U.S. National Central Bureau, the nation's systems of prisons, parole boards, Assistant Attorneys General, U.S. Attorneys, U.S. Marshals, the Foreign Claims Settlement Commission and the Immigration and Naturalization Service (INS). The department also represents the U.S. government before the U.S. Supreme Court.

Justice has one division monitoring criminal behavior and five divisions that monitor compliance with civil laws. The five are antitrust, civil, civil rights, land and natural resources and tax. To a certain extent, criminal matters may be handled in these divisions as well. The antitrust, civil and criminal divisions handle most of the department's international work.

The Foreign Commerce Section of the antitrust division preserves and fosters competition in U.S. foreign trade; develops policy on issues of trade and international antitrust enforcement; serves as division liaison with competitive agencies of foreign governments and international organizations; and coordinates the division's review of applications for export trading company certificates.

The civil division, divided into three branches, represents the government in all types of civil procedures in foreign courts. The Commercial Litigation Branch defends the country's international trade policy; the Federal Programs Branch handles suits challenging the propriety, lawfulness or constitutionality of various governmental programs or actions; and the Torts Branch handles international aviation and admiralty law, including accidents and lawsuits, on behalf of the government.

The civil division's Office of Immigration Litigation conducts civil trial and appellate litigation under the immigration and naturalization laws, and represents the U.S. in civil suits brought against the INS.

There are two sections in the criminal division involved with international matters. The Office of Special Investigations detects, identifies and takes appropriate legal action leading to the denaturalization or deportation of Nazi war criminals. The Office of International Affairs supports the Department's legal divisions, the U.S. Attorneys and state and local prosecutors in enforcing international criminal justice pursuant to treaties concerning extradition, mutual legal assistance and prisoner exchange. The Office also engages in treaty negotiations in concert with the State Department.

Professional staff

Four of antitrust division's 284 attorneys are employed in its Foreign Commerce Section, handling internationally related cases. Civil has 469 attorneys, approximately 100 of whom deal with international cases. Of the criminal division's 379 attorneys, 30 coordinate activities dealing with foreign governments.

Qualifications and application procedure

▶ *U.S. Attorneys' Offices.* Applications for employment in the U.S. Attorneys' Offices should be mailed directly to the U.S. Attorney's Office that you wish to have consider your application. Please refer to the Legal Activities brochure (see below) for specific application information and mailing addresses.

▶ *Attorney General's Honor Program for New Attorneys.* The Attorney General's Honor Program, which is highly competitive, serves as the department's recruitment program for all its organizations except the U.S. Attorneys' Offices and the FBI. Each year, 100-125 attorneys are chosen from a field of outstanding third-year law students, graduate law students (who apply in the fall of the last year of their graduate law study) and judicial law clerks. Selection is based on academic achievement, law review and other publication work, extracurricular activities, such as moot-court competition, legal aid, legal clinic and student bar association, and summer and part-time employment. An Honor Program attorney who has recently graduated from law school enters at the GS-11 level. A judicial law clerk or Honor Program attorney with a graduate law degree enters at the GS-12 level. All JD graduates must pass a bar examination within 14 months of entry on duty and thereafter maintain an active bar membership. Honor program applications must be received at the Department of Justice by the last Friday of the September preceding the year of desired employment. All application materials should be sent to the Office of Attorney Personnel Management at the address below.

▶ *Experienced Attorney Program.* To apply for an attorney position with Justice under the Experienced Attorney Program, an applicant must be an active member of the bar and have at least one year experience after graduation from a law school approved by the American Bar Association. Résumés are accepted year round. Specific eligibility requirements under this program are outlined in Justice's Legal Activities brochure.

▶ *Summer Law Intern Program.* The Summer Law Intern Program is highly competitive. Each year Justice hires about 100 students who have completed their second year at an ABA-approved law school. These appointments are assigned a GS-7 level. It hires a limited number of first-year law students who are assigned a GS-5 level. Summer law intern positions may also be offered to a law-school graduate the summer between his or her graduation and commencement of a judicial clerkship; graduates are usually assigned a GS-11 level, although the grade level is at the discretion of the employing organization. At the end of the summer, Summer Law Interns receive a performance appraisal. If it is favorable, the law school student's chances for entrance into the Attorney General's Honor Program upon graduation from law school are greatly enhanced. Applications must be received at the Department of Justice by the first Friday of the October preceding the desired year of employment. All application materials should be sent to the Office of Attorney Personnel Management at the address below.

For a Legal Activities brochure and applications for the Attorney General's Honor Program and the Summer Law Intern Program, write to:

U.S. Department of Justice
Office of Attorney Personnel Management
Room 4311, Main
10th Street & Constitution Avenue, N.W.
Washington, DC 20530
(202) 633-3396

Federal Bureau of Investigation

The FBI handles its recruitment independently.

Immigration and Naturalization Service

INS is responsible for administering and enforcing the immigration, naturalization, refugee and asylum laws concerning non-U.S. citizens. INS also provides information and counsel to those seeking U.S. citizenship, protects U.S. national borders against unlawful entry by aliens, and works in conjunction with other agencies to stem the flow of illegal drugs across international borders. In addition to maintaining regional offices in Vermont, Minnesota, Texas and California, INS has staff in Mexico, Panama, Italy, West Germany, Austria, Greece, Thailand, Hong Kong, the Philippines, South Korea and Singapore. Although INS employs some 170 attorneys, most positions are those of border patrol agent, pilot, immigration inspector, immigration examiner, criminal investigator, deportation officer and immigration detention officer.

Professional staff

INS staff includes 7,000 people; 1,200 were hired in the past year. Of the 50 employees stationed overseas, 12 were hired in the past year.

Qualifications for non-attorney positions

Although a college degree or previous work experience is not required, knowledge of immigration and nationality rules, laws, regulations and procedures is desired. Ability to speak Spanish, German or Italian is helpful.

Application procedure

Interested persons should write to:

Central Personnel Office
Room 6021
Immigration and Naturalization Service
425 I Street, N.W.
Room 6021
Washington, DC 20536
(202) 633-2530

Department of State

Washington, DC

The State Department provides the background information and recommendations on which foreign policy is based, implements Admininstration policies and maintains diplomatic relations with over 150 countries. The department is responsible for operating embassies and consulates overseas. It maintains a large overseas staff and a smaller domestic staff. It runs the Foreign Service selective examination process, which tests and chooses U.S. citizens to become Foreign Service Officers (FSOs). FSOs serve overseas for the departments of State, Commerce, Agriculture and the United States Information Agency (USIA).

Embassies, which range in size from less than 10 employees to a few hundred, are run by an ambassador, a deputy chief of mission and a "country team." The team usually includes four State Department section chiefs, as well as staff from the USIA, the departments of Defense, Agriculture, Labor and Commerce, the Agency for International Development and the CIA. The four State Department sections, staffed by FSOs, are Administrative Affairs, Consular Affairs, Economic Affairs and Political Affairs. The Administrative Affairs section looks after budget and fiscal planning, personnel management, security, communications and information systems. Consular Affairs issues visas, assists Americans overseas and helps those who wish to immigrate to the U.S. This section offers FSOs the opportunity for direct contact with foreign citizens and requires strong foreign language skills and sensitivity to foreign cultures. The Economic Affairs section monitors and reports on key economic trends and events that may affect U.S. interests. FSOs in this section must maintain contact with foreign business representatives, bankers, economists and politicians as well as represent U.S. economic interests in negotiations. The Political Affairs section communicates U.S. positions on issues, seeks support for these issues and interprets the effect of political events. FSOs in this section are required to establish close contact with leaders of foreign countries. Area or labor specialists (either from the Department of Labor or FSOs) and technology experts are especially active in the Political Affairs section.

The Washington-based structure is divided into 5 geographic bureaus—African Affairs, Inter-American Affairs, East Asian and Pacific Affairs, European and Canadian Affairs and Near Eastern and South Asian Affairs—and 16 functional bureaus, which work to formulate policy, resolve conflicts and relay information to U.S. officials.

The functional bureaus focus on human rights and humanitarian affairs; intelligence and research; international communications and information policy; international narcotics; international organizations; legal matters; legislative and intergovernmental affairs; international communications and information policy; the oceans, environment and science; personnel; consular affairs; economics and business; administration; diplomatic security; politico-military affairs; public affairs; and refugee programs.

Foreign Service Positions

Professional staff

The State Department has a staff of over 14,000 Americans. It also employs about 10,000 local nationals abroad. Two thirds of its American employees serve abroad in some capacity, although only about 4,000 are FSOs. The rest serve as foreign service specialists [see Qualifications below]. At any time, approximately 1,500 FSOs are based at Washington, DC, headquarters, helping to run the bureaus, and 2,500 officers are overseas. An average of 200 new FSOs are appointed each year by the Department of State and 50 by the U.S. Information Agency.

Qualifications

Overseas positions are filled by both commissioned FSOs, who have taken and passed the Foreign Service selective examination process, and foreign service specialists. These specialists are noncommissioned and work as secretaries; communications, budget, fiscal, security, engineering and personnel officers; physicians and nurses; construction engineers; and building and maintenance specialists. Specialists need not take the written Foreign Service exam, but they must go through a separate competitive selection process, and are paid on the FS schedule.

To qualify for FSO (commissioned) positions in the departments of State or Commerce or the USIA, one must compete in a rigorous selection process. Of the 15,000 candidates who take the Foreign Service examination annually, some 200 are appointed FSOs. Some enter the Foreign Service directly from college or graduate school; others have an education, business, law, science, journalism, military or government background.

Over 50% of recently appointed FSOs have graduate degrees and 45% speak a foreign language. An advanced degree generally enhances the chance of obtaining a higher entrance classification. The median age of the typical entry-level FSO Career Candidate is 30.

The following studies are useful for the Foreign Service: history, political science, economics, international relations, geography and English. However, demand is increasing for scientists, systems analysts, language and area experts, business managers and industrial development specialists.

The Foreign Service places a strong emphasis on the ability to speak and write persuasively. Although knowledge of foreign languages is not required for employment, the departments of State and Commerce and USIA are particularly interested in persons with knowledge of "exotic" languages, such as Arabic, Chinese, Japanese and Russian. All accepted FSOs must acquire acceptable language competency before being stationed abroad. They usually attend language classes at the Foreign Service Institute in Washington, DC, for one to six months before leaving for their posts, where their language skills are periodically reviewed. Language competency is usually a factor in promotion and is a requirement for achieving tenure.

Career Candidates are appointed at FS levels 6, 5 or 4 on a scale where FS-9 is the lowest (roughly equivalent to GS-5). Appointment at the FS-5 level usually requires an MA and the FS-4 level requires an MA and 18 months experience in a field closely related to one's foreign service work. A limited number of mid-level entry appointments may be made at the FS-2 or -3 levels, with FS-1 appointments being rare. Foreign Service specialists are appointed at FS-9 to -2, depending on their function, background and experience.

The Foreign Service selective examination process

All FSO entry-level applicants, regardless of qualifications, must take and pass the Foreign Service written and oral examinations as the first steps toward being considered for an appointment.

*Written examination.*The Foreign Service written examination is given annually on the first Saturday in December throughout the U.S. Applicants must be at least 20 years old on the date of the examination, U.S. citizens and available for worldwide assignment. Applications for the exam must be filed with the Educational Testing Service in Princeton, NJ, by mid-October. The written examination consists of multiple-choice questions and takes half a day. Three categories are covered. General background questions focus on history, geography, international relations, literature, arts, philosophy, science and current events. The second section tests knowledge and skills relevant to the functional areas of the departments of State and Commerce and the USIA. In-depth knowledge of department operations is not required. The third section is an English expression test that measures basic written English ability.

Successful candidates must achieve passing scores in all three categories. At least one of the functional segments must be passed, and candidates will be considered for specific agency employment only if they have passed the functional exam of that agency. There is no limit on the number of times the written examination may be taken. Tests may be retaken in consecutive years.

Oral assessment. An all-day oral assessment may be taken only by those candidates who have passed the written examination. A panel of examiners rates individuals as they perform the following timed exercises: an oral examination to measure knowledge of current political, economic and cultural issues; a written essay on an assigned topic; a written exercise designed to test ability to analyze and organize information into summary form; two group exercises consisting of an oral presentation and a simulated negotiation session; and a written managerial/problem-solving exercise.

All candidates are notified in writing of their test results and the panel's decision. Candidates recommended by the panel must pass a security background investigation and submit the following information within six months after notification: background investigation forms, medical clearances, university transcripts and a 1,000-word autobiography. A final review panel considers performance on the written examination and oral assessment as well as the autobiography, education, employment history and background investigation.

Potential applicants should be warned that this entire process can take up to a year. Acceptable candidates are placed on rank-order registers for possible appointment as information/cultural FSOs with USIA, commercial FSOs with the Department of Commerce, or administrative, consular, economic or political FSOs with the Department of State. After 18 months on the rank-order register, the names of candidates not reached for appointment are removed.

Training program

Before being posted overseas, new FSOs undergo three to seven months instruction in language, area studies and other functional fields at the Foreign Service Institute in Washington, DC. State Department Career Candidates might initially have to spend two years performing consular work in assignments in a variety of geographical and functional areas prior to specialization. Officers remain Career Candidates for not more than five years of service, during which they are constantly being evaluated, before receiving tenure as FSOs. Not all Career Candidates receive tenure, either due to the evaluation of their performance or because they choose to leave the Foreign Service.

Application procedure

Applications for the Foreign Service selective examination process are available at university placement offices, regional offices of the OPM or by writing to:

Recruitment Division
Department of State
Box 9317
Rosslyn Station
Arlington, VA 22209
(703) 235-9373

The "Foreign Service Careers" booklet, which describes the work of the Foreign Service and the selection process and contains sample exam questions, may be obtained by writing to the above address.

Civil Service Positions

Surprisingly, the Washington-based, nonforeign service arm of the Department of State is considered a small government agency. Professional civil service positions based at the Department of State number close to 1,800. Some positions are administrative—personnel, management, budget, finance and systems. Other positions include language interpreters [see Chapter 7 on Translating and Interpreting], engineers, attorneys [see information on Office of the Legal Adviser, below], accountants and foreign-affairs specialists (positions reserved for experts in international relations). Most civil service employees are permanently stationed in Washington.

Professional staff

There are some 1,800 civil service professionals working in the domestic bureaus of the State Department. Some 200 civil service professionals are hired annually.

Qualifications

Candidates for junior-level positions (starting at the GS-5 level) should have either three years of general work experience or at least a BA. They are normally eligible for junior positions in personnel, management, budget, finance, engineering and accounting. For each year of work experience, and for graduate study, applicants may enter at a higher GS level. Administrative professionals normally work their way up through the Civil Service Merit Promotion Program. Under this program, current Federal employees are given preference for vacancies. Supervisory positions at the GS-13 level and above normally are filled through competitive procedures in conjunction with the Office of Personnel Management.

Foreign-affairs specialists usually enter the State Department at GS 9-15. Grades 9-11 are for foreign-affairs specialists with MIAs or MAs and some professional work experience. At grades 12-15 most foreign-affairs specialists hold a PhD and have teaching experience and expertise in specialized international affairs areas. Those interested in qualifying for these jobs are urged to register with the Office of Personnel Management, and then submit a résumé or form 171 along with their civil service rating to the Office of Recruitment at the State Department. [See application procedure, below, and discussion on OPM.]

Internships

The Department of State offers two types of internships for college juniors, seniors and graduate students: summer positions, which are paid, and year-round work-study positions, which are not paid. Most opportunities are at Washington, DC, headquarters, although there are a few in U.S. embassies and consulates overseas. Students are given the chance to learn about the field of foreign affairs and perform professional-level work such as conducting research, preparing briefing papers, working in computer science, analyzing international issues and assisting in cases pertaining to international law. The Department of State also participates in the Presidential Management Intern Program. [See Chapter 12 or contact the OPM.]

Application procedure

For summer internships, the application deadline is November 1 of the preceding year. Those interested in serving a spring or fall work-study internship should apply six months in advance. Contact your college placement office or write to:

Intern Coordinator
Recruitment Division
Department of State
Box 9317
Rosslyn Station
Arlington, VA 22209
(703) 235-9373

Current Federal employees with civil service status, either with the Department of State or any other Federal agency, who have inquiries pertaining to a specific vacancy announcement should contact:

Office of Civil Service Career Development and Assignment
Merit Promotion Division (PER/CCA)
Department of State
22nd & C Streets, N.W.
Washington, DC 20520
(202) 647-7152

Applicants without a civil service rating who are interested in working in a Department of State domestic position should contact:

U.S. Department of State
Office of Recruitment
Examination and Employment (PER/REE)
Box 12209
Rosslyn Station
Arlington, VA 22209
(703) 235-9373

For a recording of civil service positions currently available with the Department of State, call the Department of State Employment Information Office at (202) 647-6131, or call (202) 647-6132 to speak directly with a recruiting specialist.

Office of the Legal Adviser

The Office of the Legal Adviser provides legal advice on all matters pertaining to the work of the Department of State, both in the U.S. and abroad. The Office helps formulate and implement foreign policy and promotes the development of international law and international institutions upholding the law. Its specific responsibilities include drafting, negotiating and interpreting international agreements and representing the U.S. in meetings of international organizations, conferences and tribunals, such as the International Court of Justice.

The Office's regional and functional bureaus correspond to those in the State Department. Attorneys are assigned to one bureau but are encouraged to rotate periodically. While members of the office are under the direct supervision of the Legal Adviser, they usually submit their views directly to their "clients" (that is, other State Department offices).

Professional staff

The Office currently has 100 attorneys, 13 of whom were hired in the last year. Three attorneys are stationed overseas (in Berlin, Bonn and Geneva) to provide legal advice on matters requiring quick response.

Qualifications

All applicants must have law degrees and be members of (or applicants to) a bar in any state. Each fall, the Office hires third-year law students and recent law-school graduates who have served as judicial clerks. Some international legal training and a knowledge of one or more foreign languages are desirable. Junior attorneys must pass the bar examination within three years. Competition is keen for these entry-level jobs.

The Office of the Legal Adviser hires all new attorneys for a three-year period; before the end of that period, a determination is made, based on performance, as to whether the attorney will receive a permanent appointment. Attorneys usually enter the Department of State at the GS-11 level.

The Office hires attorneys laterally with one to five years legal experience. For some positions, relevant international experience and a knowledge of one or more languages are desirable. Lateral attorneys are hired at grades 12 through 15, depending on experience.

Because of budgetary limitations, on-campus recruiting and interviewing of second- and third-year law students are carried out only at a small number of top law schools each fall.

Internships

The Office employs 10 second-year law students each summer. The interns are assigned to various bureaus and generally perform the same work as the junior attorneys. Interns are paid at grade 9.

The Office also accepts two to four third-year law students each fall or spring in their Extern Program. No remuneration is provided and externs must receive academic credit for their work. Externs generally assume responsibilities similar to those of the summer interns.

Application procedure

Applications for all types of employment must consist of a comprehensive résumé, including academic background, scholastic standing, honors, professional experience, active-duty military experience, publications, references and law-school transcripts. Applications should be sent to:

Recruitment Coordinator
Office of the Legal Adviser L/EX
Department of State
Washington, DC 20520
(202) 647-8808

Environmental Protection Agency (EPA)

Washington, DC

The EPA develops, implements and enforces environmental and health-protection regulations. It also conducts and coordinates research and monitoring in support of efforts to abate and control pollution. The Office of International Activities (OIA) manages, coordinates and facilitates EPA involvement in international policy and technical activities. OIA has sent representatives on short- and long-term assignments abroad to consult with UN and other international organizations' specialized agencies, foreign governments and U.S. embassies on a wide range of environmental and health issues. EPA does not hire staff specifically for overseas assignments but sends staff initially hired for domestic work on overseas assignments.

Professional staff

About 16 professional staff are assigned to OIA. Due to budgetary constraints and a ceiling on the number of employees, OIA has hired no outside personnel during the past year. Total EPA staff is more than 12,000.

Qualifications

Preferred background includes a BA, BS or MA in international affairs plus management expertise in environmental and health protection. Foreign language capability enhances an applicant's probability of being hired by OIA, but it is not essential. There are no standard minimum requirements for previous work experience, but usually some experience is necessary, depending on the particular opening. Overseas experience, although not essential, strengthens the chances of being hired. Employees must be willing to travel abroad on one-to-two-week assignments.

Internships

Although OIA has hosted a number of interns in the past, the office is presently unable to hire any. If budgetary conditions permit, OIA will again be able to accommodate interns. Unpaid internships may be arranged.

Application procedure

For more information about when OIA might begin hiring again, contact:

Deputy Associate Administrator for International Activities
A-106
Environmental Protection Agency
Washington, DC 20460
(202) 382-4870

Export-Import Bank (Eximbank)

Washington, DC

Eximbank, operating since 1934 as a government-owned corporation, is designed to aid in financing and facilitating exports from the U.S. Opportunities in international commerce are extended to businesses through a program of loans, export credit insurance and guarantees aimed at reducing risk to exporters. The economic feasibility of loan applications is evaluated by bank teams of economists, financial analysts, engineers and lawyers.

Drawing by Ed Fisher; © 1985
The New Yorker Magazine, Inc.

"Maybe I've been in satellite-reconnaissance too long, Macpherson. One global trouble spot is beginning to look like every other *global trouble spot to me."*

Professional staff

Eximbank employs 350 people, 24 of whom were hired in the past year. Most are accountants, economists and loan officers. No employees work abroad.

Qualifications

Most employees have an MA, MBA, JD or PhD. Knowledge of a foreign language is a plus; Spanish and French are most useful. Foreign language training is provided by the Bank. Previous work experience is not a prerequisite, although related experience is an asset. International travel is required of most professional staff members. After working one year for the bank, employees can receive tuition support to obtain advanced degrees.

Internships

Eximbank offers summer and semester positions for high-school, college and graduate students. Responsibilities are mainly clerical work in the accounting, finance and economic departments. Summer positions are paid, semester positions are not.

Application procedure

Although Eximbank recruits on a few college and graduate campuses, most positions require OPM competitive eligibility and are filled from a Federal listing of qualified candidates. For information and forms, write to:

The Job Information Center
U.S. Office of Personnel Management
1900 E Street, N.W.
Washington, DC 20541

You might also write directly to Eximbank, especially if you are interested in a specific opening. Students interested in internships should also use this address:

Personnel Director
Export-Import Bank of the United States
811 Vermont Avenue, N.W.
Washington, DC 20571
(202) 566-8834

Federal Maritime Commission

Washington, DC

The Federal Maritime Commission is responsible for regulating the waterborne foreign and domestic commerce of the U.S., assuring nondiscrimination in U.S. international trade and guarding against monopolies in U.S. waterborne commerce. The Office of Policy and Planning and International Affairs is responsible for international affairs activities, strategic planning, policy briefings and economic analysis. It investigates and analyzes shipping practices, reports on trade conditions and coordinates overseas shipping through its contacts with foreign embassies.

Professional staff

Of the 140 professional staff, 8 were hired in the past year. One of these was for the international department.

Qualifications

The Commission primarily seeks applicants with an undergraduate or graduate degree in economics or international affairs, with a concentration in maritime studies and transportation. Neither previous work experience nor knowledge of foreign language is necessary for employment.

Internships

Internships are available for full-time undergraduate or graduate students. Currently there are no paid positions, but students may receive academic credit. Positions may last up to a semester. Interns may work in any of the Commission's departments depending on current need.

Application procedure

Persons interested in either internship or professional positions should send applications to:

Office of Personnel
Federal Maritime Commission
1100 L Street, N.W.
Room 10103
Washington, DC 20573
(202) 523-5773

Federal Reserve System

Washington, DC

In functioning as the central bank of the U.S., the Federal Reserve System is responsible for formulating monetary policy, maintaining the commercial banking industry in sound condition and responding to both domestic and international financial needs. The system is supervised by the Board of Governors, which grants authority to member banks to establish branches in foreign countries and to invest in foreign banks. It also has the authority to charter, regulate and supervise corporations and banks engaged in international banking. These international functions are managed by the board's Division of Banking Supervision and Regulation.

The monitoring and analysis of economic and financial developments abroad is conducted by the board's Division of International Finance. Current interests of this department include international banking regulations, the international monetary system and the relationship of foreign exchange to U.S. monetary policy.

Professional staff

Of the 950 economists, financial and business analysts, attorneys, computer analysts and other specialists, 78 were hired in the past year. Seventeen people were recently hired for the international department.

Qualifications

Positions require at least an undergraduate degree in economics or finance. Persons with an MBA, JD or PhD have a better chance of being hired. No previous work experience is required for entry-level positions. Economists are hired at all levels depending on training and experience. Some research-assistant positions in economics or a related field are available for persons with a BA or MA.

The board is also interested in accredited attorneys. Law experience in a financial or consumer field is valuable. Law-school graduates who have worked on law review or have legal-writing credentials are highly desired.

The board also has a Data Processing Division, which employs computer programmers and analysts with a background in economics and statistical methodology. Board-sponsored training helps strengthen skills in these areas.

Internships

Two summer or semester internship positions are available for PhD candidates in economics. Interns assist economists with research activities.

Application procedure

Persons interested in an internship should forward their résumé, a writing sample (preferably an economics term paper), transcript and three letters of recommendation from economics professors to the Recruitment, Planning and Placement Manager at the address below. Inquiries pertaining to professional positions should be directed to the Division of Personnel:

Board of Governors of the Federal Reserve System
Mail Stop 156
20th Street and Constitution Avenue, N.W.
Washington, DC 20551
(202) 452-3880 or 1-800-448-4894

Professional applicants must complete an application form (not an OPM form), available from the above address, or submit a résumé.

Inter-American Foundation (IAF)

Rosslyn, VA

IAF is a government corporation funded by Congress and the Inter-American Development Bank and mandated to give financial support to social, economic and cultural development projects in more than 25 countries of Latin America and the Caribbean. IAF's development program has been supported by grants totaling more than $100 million.

IAF's grants typically fund poor farming organizations and provide credit, technical assistance, training and market and distribution facilities. Special IAF initiatives currently address the problems of minorities, rural landless, women, youth and Indians and assess government policies affecting these groups. Because of IAF's broad mandate, small size and independence, it has flexibility to accept grant proposals submitted by indigenous organizations otherwise excluded from Federal aid programs. Average grants are $120,000; annual grants total $32 million.

Professional staff

IAF employs 67 people, 5 of whom were hired in the past year. Only U.S. citizens are hired. There are no overseas offices.

Qualifications

An undergraduate degree in Latin American studies, economics, sociology, anthropology, international relations, a foreign language or business is useful, and most employees have an MA or PhD in one of these fields. Knowledge of Spanish, Portuguese, French or Creole is required. Previous field experience in Latin American development is necessary for employment. Employees must be willing to travel.

Internships

Graduate students with proficiency in Spanish, French or Portuguese are eligible for unpaid semester- or summer-long internships. A typical assignment would be research and analysis of special short-term projects.

Application procedure

Internship applications should be addressed to the Fellowship Officer. Job applicants should write to the Director of Personnel:

Inter-American Foundation
1515 Wilson Boulevard
Rosslyn, VA 22209
(703) 841-3866

International Development Cooperation Agency (IDCA)

Washington, DC

IDCA is the umbrella agency responsible for policy planning, policymaking and policy coordination of much U.S. development work. It consists of three autonomous agencies, the Agency for International Development (AID), the Overseas Private Investment Corporation (OPIC) and the Trade and Development Program. IDCA has a very small staff and does not hire entry-level candidates. Its staff of 40 consists mainly of PhDs. Résumés sent to IDCA are forwarded to the Agency for International Development (AID). The address is:

Personnel Department
IDCA
320 21st Street, N.W.
Washington, DC 20523
(202) 663-1451

Agency for International Development (AID)

AID's purpose is to administer economic-assistance programs in developing countries. AID development assistance focuses on agriculture, food and nutrition, family planning and health, education and human resources and science and technology. Through the Economic Support Fund, AID helps promote economic and political stability in regions where the U.S. has special security interests. AID also provides relief assistance to victims of natural disasters. Today, AID operates in some 70 developing countries in Africa, Asia, Latin America, the Caribbean and the Near East.

Professional staff

The Washington, DC, headquarters employs 1,818 professionals, of whom 468 are stationed in Washington, DC, the rest overseas. During the past 12 months, 100 people were hired. Staff stationed abroad are responsible for planning and managing AID-supported projects and advising foreign government leaders and their staffs on development issues. Some AID field staff work with U.S. embassy personnel.

Qualifications

Citizenship is required for employment, as is good health and worldwide availability. AID positions include agriculturalists; agricultural economists;

commodity-management officers specializing in developmental economics, trade or commerce; educators, health, population and nutrition experts; housing/urban development specialists; and program and project-development officers who assist in managing AID programs and have financial, management, developmental economics or international relations training. Most AID officials have graduate degrees, often PhDs.

Knowledge of French, Spanish, Arabic or other languages used in the Third World is preferred upon entry and is required for tenure. Two years work experience in developmental or cross-cultural issues or a relevant technical field is required. Although previous professional overseas experience is not essential, it is an asset. Willingness to travel or live abroad is required for employment, as officers spend most of their careers abroad.

Application procedure

Because of budgetary and employment constraints, hiring is limited. Résumés and applications will be reviewed as positions become available.

Intern Recruitment
Recruitment Staff, M/PM
Agency for International Development
Washington, DC 20523
(202) 663-1449

AID personnel overseas are both FSOs and civil servants, but the FSOs are not recruited, tested or ranked through the Department of State's Foreign Service selective examination process. They do not take the Foreign Service examination but instead go through an interview process with AID officials. AID occasionally hires mid-level personnel, although the number will be minimal in the foreseeable future. Applications may be sent to:

Recruitment Staff, M/PM/R
Agency for International Development
Washington, DC 20523
(202) 663-1301

Overseas Private Investment Corporation (OPIC)

Although owned by the U.S. government and operated under the GS system, OPIC is organized as a private corporation with policy control vested in a board of directors composed of representatives from the private sector and from government agencies.

OPIC promotes U.S. private investment in more than 90 developing nations. It provides political-risk insurance to protect investors against expropriation, currency-conversion conflicts and civil strife. OPIC also offers investment loans, guarantees and counseling to assist business projects that contribute to the economic or social development of the host country.

Professional staff

The professional staff of 84 is headquartered in Washington, DC. There are no overseas offices, although travel within and outside the U.S. is required of most professional staff. In the past year, 15 people were hired.

Qualifications

Most of OPIC's responsibilities fall within the fields of insurance, finance, marketing and development and law. Ideally, applicants should have a graduate degree in business, law, international relations or economics, and should have experience in one or more of these fields. Proficiency in Chinese, French or Spanish is preferred although not a prerequisite for employment. Many OPIC professionals have had several years of previous work experience in the private sector or government.

Internships

Both paid and unpaid internships are available for graduate and undergraduate students. Depending on the related field of study, interns may be placed with either the legal, finance, marketing or insurance departments. Internships are available on either a semester or summer basis.

Application procedure

To apply for an internship, contact the Assistant Personnel Officer at the address below. Employment applications and inquiries should be directed to the Personnel Officer at:

Personnel Office
Overseas Private Investment Corporation
1650 M Street, N.W.
Washington, DC 20527
(202) 457-7083

National Security Agency (NSA)

Fort Meade, MD

NSA was established in 1952 as the Federal government agency responsible for U.S. communications security activities, the production of foreign intelligence information and computer security for the Federal government. Much of NSA's highly classified work involves the development and operation of extensive cryptographic systems. Supported by teams of electronic engineers, computer-science specialists, and mathematicians, NSA is a leader in the research and development of sophisticated intelligence-gathering communications equipment. NSA also maintains a large translation and transcription staff. Language experts translate technical material, prepare multilingual studies, compile linguistic aids and teach foreign languages.

Professional staff

By conservative estimates, NSA has upward of 20,000 employees, but the exact number is classified.

Qualifications

NSA recruits recent college graduates with knowledge of esoteric languages. Speakers of all languages are needed, but experts in Slavic and other East European languages, Middle Eastern and Asian languages are particularly sought. Fluency in the spoken language is generally not required, but familiarity with modern idiomatic and colloquial speech is essential. Further instruction at the intermediate or advanced level is provided by NSA's National Cryptologic School. Many NSA linguists have more than one foreign language.

Most of NSA's nonlanguage hiring is done through its college recruitment program. BA candidates with a degree in liberal arts, business and the physical sciences must pass a Professional Qualifications Test (PQT) given annually in the fall at selected college campuses. Entry-level employment opportunities in engineering are filled by graduates in computer engineering, electronic engineering and electrical engineering. All applicants must be U.S. citizens. There are a limited number of two- to three-year-long overseas positions, but the nature and the location of this work are classified.

Training program

All new employees receive formal and on-the-job training. Communications, technical and managerial training are provided by NSA's National Cryptologic School. The NSA Fellowship Program enables NSA employees to complete graduate work. There is also a variety of other training programs in intelligence research, traffic analysis, rare foreign languages, cryptography, communications security and signals research and analysis.

Internships

NSA participates in the Cooperative Education Program (CO-OP) and the Summer Employment Program. CO-OP students participate in a variety of rotating assignments related to their academic discipline and interests. Students work on translating, transcription, reporting and analysis. NSA seeks CO-OP students majoring in Middle Eastern, Asian, Slavic and other East European languages. Positions are salaried. Interested students should contact the CO-OP office at their school at least eight months prior to the desired starting date.

Participants in the NSA Summer Employment Program work the summer following their junior year. Responsibilities and qualifications are similar to those of CO-OP positions. Applicants must be U.S. citizens and have a 3.0 or better grade point average.

Application procedure

Because of the extensive preemployment procedures, which include personal interviews, medical evaluation, and a background investigation, applicants should contact NSA at least six months before graduating from college or before leaving their present position. Students should check with their college placement office to arrange for an interview with the NSA representative visiting their campus. Interested persons should contact:

National Security Agency
Attn. M323 (AAI)
Fort Meade, MD 20755-6000
(301) 859-6444

Nuclear Regulatory Commission (NRC)

Washington, DC

The NRC is mandated by the Atomic Energy Act of 1954 to develop, implement and enforce standards governing domestic nuclear activities. It also manages the licensing and regulating of nuclear energy facilities and materials with the objective of protecting public health, safety and the environment. The Office of International Programs has two primary functions. It designs programs for the licensing of nuclear exports and imports and the implementation of international safeguards. It also cooperates with regulatory organizations of other countries and participates in the exchange of information concerning nuclear regulations and safety.

Professional staff

Of the 3,300 staff members of the NRC, 120 were hired in the past year. The international office has a staff of approximately 20 professionals. Turnover is very small.

Qualifications

Approximately 54% of NRC employees are scientists and engineers. Other employees include professional administrators and lawyers. Over 70% of the staff have at least a BA, while many hold advanced degrees in technical fields such as engineering, physics and, most important, nuclear engineering. Previous work experience should be in the utilities, engineering and nuclear fields.

Internships

Undergraduate and graduate students may participate in the Cooperative Education Program (CO-OP). Students are placed in program offices and assist in the full range of activities, such as reviewing operating and construction licenses and assisting in inspections. Positions are paid.

Application procedure

Persons interested in professional positions or internships may contact:

U.S. Nuclear Regulatory Commission
Recruitment Officer
1717 H Street, N.W.
Division of Organization and Personnel
Washington, DC 20555
(202) 492-8238

Peace Corps

Washington, DC

The Peace Corps was established by Congress in 1961 to promote world peace and friendship between the peoples of the U.S. and the developing world. Its objectives are to help people of developing countries meet their needs for trained personnel and to help promote mutual understanding.

The Peace Corps consists mainly of volunteers who serve two-year tours abroad. Volunteers have backgrounds in a variety of fields and are often hired without significant previous experience or graduate training. Because of this, the Peace Corps is an excellent training ground for people interested in further salaried work abroad with nonprofit organizations, with the Foreign Service or with an international organization.

Volunteers serve in the following positions: maternal and child health; family nutrition; fresh water fisheries; agriculture; teacher training; math, science and language education; vocational training; conservation and energy; small business consulting; public administration; natural resource development; forestry; construction and architecture. Volunteers are currently working throughout Africa, the Caribbean, Central America, Asia and the Pacific Islands.

In addition to its Washington, DC, headquarters, the Peace Corps has three recruitment centers, 15 area offices and offices in most countries where volunteers serve.

Professional staff

Total overseas and domestic staff numbers 1,000 people. In addition, there are some 6,000 volunteers in 64 countries. Volunteers receive health benefits, travel expenses, a monthly living allowance, and a monthly remuneration of $175, paid following the tour of duty.

Qualifications

Applicants must be U.S. citizens at least 18 years old. The Peace Corps is currently in need of people with experience or degrees in agriculture, environmental studies, forestry, fisheries and health. Other desired skills include nursing, teaching, engineering, accounting, physical and occupational therapy, and special education.

The median age of current volunteers is 29. About 50% are women. There are more than 500 volunteers over age 50. Married couples are required to work together on assignments. However, couples with dependents are rarely accepted. Many handicapped people have served as Peace Corps volunteers.

Training program

Language proficiency and cultural awareness are essential for all volunteers. Three months intensive language training is conducted in host countries. Cultural studies familiarize volunteers with the history, customs and social and political systems of host countries.

Internships

Domestic-based internships in exchange for credit are available. Prospective interns must be full- or part-time students. Students should send form 171, a résumé, writing sample and transcript at least six weeks prior to the time they would like to begin. Interns should be interested in international development and have strong oral and written communications skills. Positions are not paid.

Application procedure

Inquiries relating to volunteer positions should be directed to Recruitment, Room P-301, at the address below. Persons interested in staff positions should contact Office of Personnel, Room P-305. Prospective interns should write to the Student Intern Coordinator, Room P-307. All of these offices may be reached at:

Peace Corps
806 Connecticut Avenue, N.W.
Washington, DC 20526

The toll-free number is 1-800-424-8580. Ask for extension 293 for volunteer positions, extension 225 for stateside jobs and internships, and extension 214 for Dial-a-Job.

U.S. Congress

Washington, DC

As the U.S. legislative process has become more complex with new players and regulations, the U.S. Congress personnel roster has grown rapidly—from 6,500 in 1960 to 18,300 in 1980. With the passage of the Gramm-Rudman-Hollings balanced-budget law in December 1985, however, such rapid growth will be slowed. Congressional staffs may not add new positions and may even attempt to reduce their staffs. Nevertheless, elections and staff turnover occur every two years. People willing to "get in on the ground floor" and help out with an election campaign may find themselves with a permanent job on "the Hill," as it is fondly called.

The most important qualification of a Hill staffer is experience on the Hill, so one entry-level job with a member of the Senate or House might lead to a career of Hill work. Taking an unpaid internship with an established member is standard procedure for any college graduate trying to get a foot in the door, establish contacts and gain necessary experience. For those with specific international interests or expertise, the following information profiles internationally related congressional jobs.

House Committee on Foreign Affairs
Senate Committee on Foreign Relations

The Committee on Foreign Affairs of the House of Representatives is a standing committee composed of 42 representatives and 56 professional staff members. The Senate counterpart, the Foreign Relations Committee, consists of 17 senators and 30 professional staff members. The committees have primary legislative and oversight responsibility in matters relating to international affairs. Both committees have a number of subcommittees and they propose, scrutinize or modify legislation before it is submitted to the full Senate or House for approval.

Subcommittees

The House subcommittees focus on specific regions and issues—Africa, Asia and the Pacific; Europe and the Middle East; Western Hemisphere; Arms Control, International Security and Science; Human Rights and International Organizations; International Economic Policy and Trade; and International Operations. Each House subcommittee is composed of 10 to 14 representatives.

The Senate subcommittees are African Affairs; East Asian and Pacific Affairs, European Affairs; International Economic Policy, Oceans and Environment; Near Eastern and South Asian Affairs; and Western Hemisphere. Each subcommittee has 8 to 10 members.

Each House subcommittee has a staff of approximately five professionals. The subcommittee chairperson and ranking minority member are responsible for hiring. Competition among area specialists for these positions is very strong. Senate subcommittees do not have individual staff.

Professional staff

There is usually turnover in congressional staff only after a congressional election, especially one which changes House or Senate majorities, or precipitates a change in committee leadership assignments. During the past year, 6 people were hired for the House committee professional staff of 56. Approximately three quarters of the Senate committee's staff were hired when the new chairperson was appointed in winter 1985. Consequently, there is no more planned hiring for the next few years.

Qualifications

Most committee staff have a PhD in international relations, international economics, area studies or a law degree, as well as previous work experience. Some applicants with a scholarly background and no work experience are hired, however. At present, the Senate staff is composed entirely of area experts with MAs, PhDs and at least 10 years of overseas work experience. A graduate degree in some facet of international affairs and related work experience are minimum prerequisites for subcommittees. Fluency in the language of one's area of specialization and cultural familiarity are helpful.

Internships

The committees do not participate in any intern programs because all committee employees require security clearances. However, interns working for the congressional offices of committee members may participate in committee legislative activity.

Most congressional offices take interns, both for summer and year-long positions. Some offer internships in foreign affairs, but these are few and they are very competitive. A prospective Hill intern should always contact his or her senator or representative first. Referrals or letters of recommendation from constituents, Hill staff members, contributors or local politicians supporting the application for an internship are generally useful.

While almost no House members offer stipends to interns, Senate offices may pay a small allowance to interns with previous experience, outstanding academic credentials or good political connections. It is common on the Hill to have interns wait tables or take other night jobs.

Other Committees

International affairs is among the concerns of several other congressional committees—Commerce, Education, Banking, Finance and Urban Affairs, Armed Services and Intelligence, to name a few. There are also several subcommittees that focus on a particular international issue. The chairperson and the ranking minority leader of each committee have primary control over staffing, but other committee members and senior staff also have some say. Candidates considering such positions should familiarize themselves with the composition of the various committees and contact the offices of those legislators whose concerns are in accord with their own interests. The membership and staff of congressional committees are listed in the current *Congressional Staff Directory* and *U.S. Government Manual.*

Although these committees may not hire people specifically for international work, they often seek applicants with backgrounds in international economics or banking. Committees receive as many as four to five applications a month; they only do substantial hiring every two years.

Senators' and Representatives' Offices

The primary function of a member's staff is to track legislation before Congress and committees, research bills, answer correspondence from constituents, write speeches and newsletters and meet with people the member does not have time to see. While some offices maintain a permanent, but small foreign-relations staff, others have no foreign-affairs specialists. This usually depends on a particular member's committee assignments and interests. In general, a member's staff must work on a range of domestic and international issues and thus must be conversant with both. Committee staff members tend to have specialized backgrounds.

Every member has a legislative assistant (LA) and an admistrative assistant (AA). The LA handles all legislative matters for the member and initiates, tracks and answers questions about legislation. The AA oversees the staff and keeps the member informed about legislative and campaign functions. The support staff includes office managers, schedulers, secretaries, press assistants, equipment operators and caseworkers. One caveat, however: the division of labor in a congressional office is often blurry. Staff responsibilities are often due more to their talents than to their titles.

Qualifications

Most offices with a need for international specialists hire people with BAs or MAs in area studies, international relations, economics or law. Some members' offices hire college graduates for entry-level research positions. These positions may serve as recruiting ground for higher positions. Someone right out of college who is willing to work as a receptionist or unpaid intern in a member's office and learn the ins and outs could advance to legislative correspondent (keeping track of the member's correspondence) or even legislative assistant; loyalty is usually rewarded on the Hill.

Applicants for Hill jobs should keep in mind that knowledge of the legislative process and issues plus excellent writing and speaking abilities are as important qualifications as academic degrees. Previous campaign experience or local government work is also very useful.

Application procedure

In applying for a Hill job, remember that most members' offices hire staff directly or through contacts. The House and Senate each have a placement office, which serves as an employment referral service for congressional members, committees and administrative officers. "Job orders" specifying requirements for education, experience and professional skills are registered with the offices. Applications from individuals who have registered with the service are screened and sent to the requesting office for review. The placement offices will process written applications, but they advise applicants to apply in person so that they can conduct a short interview. The placement offices are not a substitute for direct application and one should never assume he will get a job through a placement service. For more information, contact:

House Placement Office
Office of the Clerk
U.S. House of Representatives
B-26 Cannon House Office Building
Washington, DC 20515
(202) 226-6731

or

Senate Placement Office
Russell Senate Office Building
Basement, Room 26
Washington, DC 20510
(202) 224-9167

Committee addresses are:

Committee on Foreign Affairs
U.S. House of Representatives
2170 Rayburn House Office Building
Washington, DC 20515
(202) 225-5021

and

Senate Foreign Relations Committee
U.S. Senate
4229 Dirksen Senate Office Building
Washington, DC 20510
(202) 224-4651

The phone numbers and office addresses of senators and representatives are listed in the *Congressional Staff Directory*. The number of the congressional switchboard is (202) 224-3121.

Another job-hunting angle to cover is the party job placement offices. Although you cannot be assured of and should not rely on finding a job through these services, they are a possibility.

Democratic Study Group (DSG): The DSG publishes a job listing, similar to a want-ad section in a newspaper, as a service to help Democratic members and House committees fill openings on their staff. DSG is not an employment agency or a placement office. It simply announces job openings, collects résumés from job applicants for those openings and forwards the résumés to the office with the opening. It will not hold résumés on file. DSG will not read the job list, which is published every Tuesday, over the phone, nor will it mail it to job seekers. Copies may be obtained at the DSG office:

Democratic Study Group
1422 Longworth House Office Building
Washington, DC 20515
(202) 255-5858

Republican House Study Committee (RHSC): The RHSC maintains a résumé clearinghouse to assist Republican House members or House minority staff in filling vacancies. Résumés are kept on file for three to six months. To have a résumé placed in the RHSC roster, it must be submitted in person along with a questionnaire (available from RHSC) specifying the applicant's field of interest. When RHSC is notified of a vacancy, it forwards the appropriate résumé(s) to the notifying office.

Republican House Study Committee
433 Cannon House Office Building
Washington, DC 20515
(202) 225-0587

Senate Majority Policy Committee (SMPC): The SMPC offers a service similar to that of the RHSC. The only difference is that the SMPC requires a position paper be included with the résumé in lieu of a questionnaire.

Senate Majority Policy Committee
347 Russell Senate Office Building
Washington, DC 20501
(202) 224-2946

United States Information Agency (USIA)

Washington, DC

The USIA was established in 1953 to increase mutual understanding between the people of the U.S. and the people of other countries, and to foster foreign awareness of American society, culture and values. The USIA manages an array of communications, educational and cultural activities both in the U.S. and abroad. A primary function is to advise U.S. officials on the climate of public opinion regarding the U.S., to ascertain foreign attitudes regarding global policy issues and to prepare daily summaries of worldwide media reaction to issues of concern to the U.S.

The USIA recruits FSOs through the Department of State Foreign Service selective examination process. All overseas positions are staffed by FSOs. USIA FSOs, stationed at U.S. embassies and consulates in 128 countries, engage in political advocacy of American foreign policy. Career opportunities are for public-affairs officers, information officers, cultural-affairs officers, technical specialists, librarians and English teachers for the English Teaching Fellow Program.

The public-affairs officer is responsible for advising embassy staff on issues pertaining to the press, education, cultural affairs and local public opinion. The information officer's role as embassy spokesperson entails conducting seminars and briefings and developing publications for local media. The cultural-affairs officer maintains contact with the academic and artistic communities of the host country and administers educational exchange activities.

In Washington, DC, there are five area offices that serve as the link between overseas posts and the USIA's domestic work. At any time about one third of USIA's FSOs is working in the Washington, DC, headquarters. There are also four other domestic-based divisions—broadcasting, programs, educational and cultural affairs, and management—which produce exhibits, magazines, radio shows, television programs, telecommunications activities and research reports. These divisions also administer USIA's education and cultural exchange programs and provide the technical and engineering support for USIA's programs. USIA also maintains an extensive press service that transmits daily information to USIA posts abroad and to foreign media, publishes 10 magazines in 18 languages, and helps foreign correspondents cover stories in the U.S.

The USIA operates an international broadcasting service, the Voice of America (VOA), consisting of news, editorials and cultural programs. VOA broadcasts via radio in 42 languages to most countries in the world. It plans to add 18 other languages to its broadcasts.

USIA runs an English Teacher Specialist Corps. Candidates must have an MA in applied linguistics or teaching English as a foreign language (TEFL) and five years TEFL experience. Candidates must be willing to teach at any post abroad. For more information, write to:

U.S Information Agency
English Teaching Fellow Division (E/EC)
Room 304
301 4th Street, S.W.
Washington, DC 20547
(202) 485-2869

Finally, USIA operates a global television network, WORLDNET, which enables U.S. policymakers to speak with foreign dignitaries and journalists via "video dialogues" and teleconferences. This TV-film service has recently expanded quite dramatically. There are frequent openings for communications specialists with approximately six years of experience. Entry-level openings also occur from time to time in broadcasting, television and film production. Technical personnel are hired on a steady basis.

Professional staff

USIA has a total overseas staff of over 1,103 U.S. citizens and some 3,900 foreign nationals stationed at 211 foreign posts. The total domestic staff numbers 4,363, of whom over 2,000 work for the VOA. VOA has 94 Americans and 619 foreign nationals stationed abroad.

Internships

VOA offers a limited number of broadcast internships, which serve as recruiting ground for management. Interns work in all areas of broadcasting, including writing, editing, announcing and production. Candidates should have a college degree in broadcast journalism and a broad knowledge of current affairs and American and world history. Applications are accepted from January 1 through 15 and from April 15 through 30. Write to:

VOA Internship Program
Voice of America
Room 3521, HHS-N
330 Independence Avenue, S.W.
Washington, DC 20547
(202) 485-8117

USIA also participates in the Federal Summer Intern Program. Paid positions are open only to students nominated by their colleges. Interested students should contact their college placement office.

USIA operates a program to recruit guides for USIA exhibits in Eastern Europe, the Soviet Union and at world expositions. Guides must be U.S. citizens, at least 21 years old and fluent in the language of the country where the exhibit is held. Guides are hired for periods ranging from one to seven months. For details, write to:

The Employment Branch
U.S. Information Agency
1776 Pennsylvania Avenue, N.W.
Washington, DC 20547
(202) 485-2617

Applications for internships, summer programs and guides take four to six months to process and thus should be requested early.

Application procedure

For a recorded listing of domestic employment opportunities, call (202) 485-2539 for USIA positions and (202) 472-6909 for VOA positions. To apply for these positions, send form 171, the standard government application form, to:

U.S. Information Agency
Employment Branch, Room 518
301 4th Street, S.W.
Washington, DC 20547
(202) 485-2617

or

Voice of America
Room 1192, HHS-North Building
330 Independence Avenue, S.W.
Washington, DC 20547
(202) 485-8117

You must specify the exact position and the announcement number on your form 171. You must present a separate form for each position. It is recommended that applicants present their application in a packet no longer than 6-10 pages.

USIA domestic positions are often filled from the OPM register. For information about how to be placed on this register, contact:

Office of Personnel Management
1900 E Street, N.W.
Washington, DC 20415
(202) 653-8468

Foreign Service positions are staffed by Foreign Service officers. For information on the examination and application process, see discussion under the Department of State in this book.

Finally, the USIA has a Comprehensive Minority Recruitment and Training Program (COMRAT) which accepts a limited number of applications from minority FSO candidates under special circumstances. For more information, contact:

Office of Equal Employment Opportunity
U.S. Information Agency
301 4th Street, S.W.
Washington, DC 20547
(202) 485-7151

UN and Other International Organizations / 10

Introduction

The United Nations (UN) was founded in 1945 as World War II came to an end. Its Charter outlines its goals: maintaining international peace and security, promoting friendly relations among nations, resolving international economic, social, cultural and humanitarian problems through international cooperation, and promoting human rights and fundamental freedoms. These are ambitious aims, and they have not been—and may never be—reached. For this reason many people have become disenchanted with the UN. But, as its supporters note, there has not been a world war since the UN was founded; time and time again nations have turned to the UN for help in defusing international problems; and many of its social, economic and health initiatives have improved the lives of millions of people the world over.

UN work is not for everybody. International civil servants must be prepared to spend years away from their home countries, to work with people from many diverse backgrounds and to cultivate an impartial attitude in dealing with their own and other countries. For the internationally oriented this can be challenging, thought provoking and difficult.

Despite the contrast between its ideals and the reality of compromise and confrontation, the UN and its family of organizations offer opportunities to do interesting and often rewarding work. The UN's record in promoting health care, providing technical assistance, doing disaster relief and compiling statistical data is impressive. With about 67,000 employees, the UN and its affiliated organizations are a huge source of potential international employment. However, because of geographic recruitment, it can be difficult for even highly qualified Americans to find work there.

The UN's Organization

The UN has six main bodies. The *General Assembly* is its central organ.

Each of the 159 member states of the UN have one vote in the assembly, where some issues are decided by simple majorities, others by consensus. All UN bodies report to the Assembly, which votes on their recommendations, approves budgets and elects the Secretary-General. Unlike congressional decisions, the General Assembly's decisions are nonbinding.

The Secretary-General is the administrative chief of the UN. He heads the *Secretariat,* which does the UN's administrative work and has some 11,000 employees. The *Security Council* has the power to take action against threats to world peace. Its decisions are binding. It has 15 members, 5 of which are permanent (China, France, the Soviet Union, the United Kingdom and the U.S.) and have veto power.

The *Economic and Social Council* (ECOSOC) coordinates the UN's social and economic activities. Most of the specialized agencies report to ECOSOC or its commissions. The *Trusteeship Council* oversees nonindependent trust territories. Today there is only one remaining trust, Micronesia. The *International Court of Justice,* located at The Hague in the Netherlands, decides international legal disputes between states that accept its jurisdiction. Its 15 judges are elected for 9-year terms and come from any of the member countries.

In addition to these 6 bodies, there are 15 *specialized agencies* that are intergovernmental and autonomous:

- Food and Agriculture Organization of the United Nations (FAO)
- Inter-Governmental Maritime Consultative Organization (IMCO)
- International Bank for Reconstruction and Development (World Bank, IBRD)
- International Civil Aviation Organization (ICAO)
- International Development Association (IDA)
- International Finance Corporation (IFC)
- International Fund for Agricultural Development (IFAD)
- International Labour Organisation (ILO)
- International Monetary Fund (Fund, IMF)
- International Telecommunication Union (ITU)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- Universal Postal Union (UPU)
- World Health Organization (WHO)
- World Intellectual Property Organization (WIPO)
- World Meteorological Organization (WMO)

Each specialized agency has its own charter, budget and staff, and each is funded by its member nations according to its own schedule of assessments. The specialized agencies are linked to the UN by individual agreements and fall under the jurisdiction of ECOSOC. The International Atomic Energy Agency (IAEA) is related to the UN but does not have the formal status of a specialized agency.

There are also 14 *voluntary agencies.* These organizations, usually with semiautonomous status, were created by and report to the General Assembly. They are funded by voluntary contributions from member countries or other fund-raising efforts. (The UN Children's Fund [UNICEF], for example, raises almost a quarter of its budget by selling cards and calendars.)

Quota System, Language Requirements

The UN uses a quota system of "desirable ranges" to make sure all member countries are represented by at least some of their nationals. This range is determined in part by the amount of money the country gives and by its population. Regardless of how little a nation gives or how small its size, the UN believes that all member states should be represented on the Secretariat staff by at least 2 to 14 people. This is not always possible; certain countries are underrepresented or not represented at all.

The U.S. contributes the largest amount of money to the UN and thus has the largest number of posts. It is rarely underrepresented. Because staffing offices try to redress geographical imbalances as openings arise, even highly qualified American applicants can experience difficulty getting UN posts.

The UN is making an effort to hire more women for its many professional staff. In 1978, the General Assembly set 1982 as a target date when women would hold 25% of UN professional posts. The goal has not yet been met, and most women at the UN still remain clustered in low-level administrative posts. The UN has also been striving to integrate Third World nationals into senior and policy-formulating posts so that it will have "the largest possible number of Member States represented at the highest levels of the Secretariat." Given the limited number of openings, budget constraints and internal promotions, the UN has a long way to go.

Some positions are exempt from the geographical quotas. These include temporary appointees (for less than one year), appointees to the United Nations Environment Programme or overseas mission service, technical-assistance personnel and staff in posts with special language requirements. The latter are generally translators and interpreters. All UN Secretariat personnel are required to speak French and English. Staff are also encouraged to know one of the other working UN languages: Arabic, Chinese, Russian and Spanish.

UN Staff

Staff of the UN family of organizations are spread over more than 600 offices and stations throughout the world, although the New York office has the largest number. Their duties range from medical research through developing agriculture and monitoring space activities to keeping up with the world's changing statistics.

Professionals, who are hired for their specific expertise, constitute 40% of the UN's staff. The UN employs few generalists. It mainly hires people with advanced degrees and a great deal of experience in their fields. People with PhDs in economics, developmental agriculture, statistics, finance, engineering, health services, demography, public administration or international and political affairs qualify for many UN jobs as do people with master's degrees in these fields.

Unlike businesses or banks, UN agencies rarely have formal training programs for inexperienced people. They almost always hire people with five years or more work experience; infrequently they will hire someone with no experience who has recently received a doctorate. People with backgrounds in journalism, radio, film or publishing are hired for public information positions.

About one third of the professional staff is technical-assistance experts who have "recognized standing" and extensive experience abroad.

The UN also hires General Service clerical staff, Field Service staff, who handle communications and maintenance tasks for peacekeeping missions, and Military Observers from member governments who serve as peacekeeping staff.

UN professionals are paid on a scale comparable to but with a slightly higher range than the U.S. civil service salary system. [See the introduction to Chapter 8 for an explanation of the general schedule.] The UN uses the GS, which is among the highest civil service pay rates in the world, as a point of reference to try to attract highly qualified people. (It realizes that most of its professional employees can make more money elsewhere and that New York is a particularly expensive city.) It offers expatriate benefits to compensate staff for the extra costs involved in living and working outside their home country. The UN provides cost-of-living adjustments so that all staff have roughly the same purchasing power wherever they are stationed.

Upper-level UN staff are D-2 or D-1, which correspond respectively to GS-18 and slightly below GS-17. The rest of the professional staff is P-5 (highest) to P-1. P-1s get paid a little better than GS-9s, and P-5s get paid about $8,000 more than GS-15s.

Application Procedure

For job-hunting purposes, the substantive differences between autonomous, specialized, voluntary or subsidiary organizations are not important. What is important to know is where to apply for what job. For professional posts in the Secretariat, one may apply directly to:

Recruitment Programmes Section
Room 2475
UN Secretariat
United Nations Plaza
New York, NY 10017
(212) 754-5517

This office only accepts applications from people who have a graduate degree, preferably with significant work experience. If you know of an opening, and have a vacancy announcement or post numbers, you should apply to Professional Recruitment, Room 2465, which will forward your application directly to the person hiring for the position.

There are some exceptions. For the Inter-American Development Bank, the International Monetary Fund, the World Bank, the Organization for Economic Cooperation and Development, the North Atlantic Treaty Organization and the Organization of American States, applicants must apply directly to those organizations. The IAEA and UNESCO insist that applicants apply through their country's mission to the UN and that applicants have a letter of sponsorship from their mission. (Note: The U.S. has withdrawn from UNESCO.)

Professional-vacancy announcements are sent to universities, professional and women's associations, member states' missions, international organizations and UN offices worldwide. All professional recruitment—whether for positions in New York or abroad—is done internationally and all candidates compete internationally for positions. In New York, vacancies are posted at:

General Recruitment Office
Room 200
One UN Plaza
New York, NY 10017
(212) 754-8870

Anyone applying for a UN position must fill out the P-11 form, which is available at this office. There are no standardized placement or qualification tests for employment. The office is open to the public between 10 AM and noon on weekdays.

General Recruitment also accepts applications for clerical and secretarial positions, guides, messengers, etc. Applicants must have an undergraduate degree and, preferably, some work experience. People who are hired for these nonprofessional positions may try to be promoted to professional status by taking a "General Service to Professional" test. This test may only be taken after five years of service and if the person holds a permanent employment contract. The test is given once or twice a year.

For nonprofessional positions with UN offices abroad, you must apply directly to the office in question. Likewise, for positions with specialized and voluntary organizations, which have their own separate and often different application procedures, you must also apply directly. [For information concerning jobs with these organizations see the entries below.]

The U.S. Department of State, other Federal agencies, the U.S. Mission to the UN and missions to other international organizations (in Vienna, Geneva, Rome and Montreal) can advise and assist qualified Americans in finding UN jobs and can refer American candidates to the UN. Americans do not generally have to be sponsored by their government to be eligible for a UN position. Final selection is up to the UN agency head. The most direct and efficient way to apply for a UN position is to apply directly to the UN. For most jobs there is no significant advantage in having government sponsorship, although it is good to have some sort of an "in," either with a UN mission or with friends inside the UN. For high-level jobs, however, government backing is very important.

The Office of UN System Recruitment at the Department of State maintains a computerized roster of people who might qualify for professional UN positions. It welcomes detailed résumés from qualified Americans. It returns résumés to people whom it considers unqualified.

When it receives a vacancy announcement, it tries to match one of the people on its roster with the qualifications required. It then proposes the candidate to the UN, through the U.S. Mission to the UN. The office does not publicize job openings. To put your name on the roster, write to:

Office of UN System Recruitment
Bureau of International Organization Affairs
Department of State
Room 3536
Washington, DC 20520
(202) 647-3396

Since the State Department has to go through the U.S. Mission to the UN anyway, it suggests that applicants contact the mission directly. A staff member at the mission screens applications, scans vacancy announcements and when appropriate will write letters in support of qualified Americans applying for specific positions. It also maintains a computerized roster of applicants and a computerized list of people interested in receiving vacancy announcement bulletins, which it sends out regularly. It welcomes résumés for its roster and will gladly add names to the mailing list as well. The New York office contact and address is:

Advisor
Resources Management
U.S. Mission to the United Nations
799 UN Plaza
New York, NY 10017

While putting your name on a roster is a good start, it is advisable that you identify a position in which you are interested and for which you are qualified, contact the specific office to monitor personnel changes, and let the U.S. Mission know your goals so it can advise you.

Some U.S. government agencies will screen UN applications, then send them on to the Office of UN System Recruitment, which forwards them to the U.S. Mission. Writing to a government agency is, therefore, a roundabout way of making application to the UN and is not suggested.

Finally, another route to the UN is through U.S. government employment. U.S. government employees who qualify for and are offered a UN-related job may transfer to an international organization for a period of up to five years. This is subject to voluntary release from their Federal agency.

L.J.S.

Food and Agriculture Organization of the United Nations (FAO)

Rome, Italy

FAO is an autonomous, specialized UN agency that strives to raise levels of nutrition and standards of living, promote rural development, improve the production and distribution of food and agricultural products, develop fisheries and forestry and, in general, eradicate world hunger. FAO collects and disseminates information, advises governments, promotes cooperation among member countries and provides technical assistance. In addition, it cosponsors, with the UN, the World Food Program, which tries to stimulate agricultural development and offers food assistance to developing countries. About two thirds of FAO professionals do field work, teaching people of developing countries a range of food-producing technology.

Professional staff

FAO has a professional staff of 3,238 drawn from its 152 member nations. Approximately 12 people work in the U.S. in either the New York or Washington, DC, regional offices. The rest work in other regional offices in Ghana, Thailand and Chile, at Rome headquarters or in the field. Approximately 511 professionals were hired in the past year. U.S. citizens make up 12.5% of the professional staff.

Qualifications

FAO usually requires a graduate degree in agricultural sciences, rural planning, nutrition or other development-related fields. Knowledge of foreign languages is expected: Arabic, Chinese, French and Spanish are considered most important. FAO also requires previous work experience, usually about five years. Experience in agricultural development in a Third World country or with a national government is considered most desirable. In addition, FAO employees must be willing to live and travel abroad.

Application procedure

To apply, one must fill out a Personal History Form. Write to:

Executive Officer
Food and Agriculture Organization
Liaison Office for North America
1001 22nd Street, N.W.
Washington, DC 20437
(202) 653-2398

or:

FAO
Via delle Terme di Caracalla
00100 Rome, Italy

The International Civil Aviation Organization (ICAO)

Montreal, Canada

ICAO is a specialized agency of the UN that sets international standards and procedures on behalf of its 156 contracting states. Standards are aimed at ensuring safety and uniformity on matters affecting aircraft operations; telecommunications; air traffic, search and rescue; navigational aids; and airport facilities.

ICAO is also involved in regional planning, economic forecasting, fare and rate monitoring and a variety of air transport studies. It offers technical assistance to developing countries to train personnel and strengthen technical infrastructures and operations. ICAO headquarters are in Montreal; regional offices are in Bangkok, Cairo, Dakar, Lima, Mexico City, Nairobi and Paris.

Professional staff

Total professional staff numbers 599; 9% of these are Americans. In the past year, 95 people were hired. Technical consultants are used on a short-term basis for the implementation and study of international projects.

Qualifications

The majority of staff come from civil aviation administrations of member nations; specific educational requirements are not as important as prior experience and training.

Application procedure

The ICAO Bulletin regularly advertises job openings. For more information, contact the personnel department at:

International Civil Aviation Organization
1000 Sherbrooke Street West
Montreal, Quebec, Canada H3A 2R2

International Labour Organisation (ILO)

Geneva, Switzerland

The ILO, a specialized UN agency, was founded in 1919 to improve living and working conditions, enhance employment opportunities, promote social and economic stability and advance the cause of social justice. These objectives are carried out through research, publishing, technical cooperation projects and, ILO's most important activity, setting international labor standards. Standards are set by the ILO's annual conference attended by worker, employer, and government representatives of member countries. Issues such as wages, social security and industrial safety are discussed and conventions are adopted. These become legally binding on the member states that ratify them. ILO monitors compliance with these conventions.

Professional staff

The ILO has a professional staff of 754 who work at Geneva headquarters and 572 who work in developing countries. About 6% of the staff are Americans. In the past 12 months, the ILO has hired 191 people.

Qualifications

The ILO usually requires a JD, MBA, MA, MIA, MPA, MS or PhD for employment, preferably in development economics, labor law, public administration, social sciences or international relations. A working knowledge of French or Spanish is frequently necessary. Five years previous work experience in development or labor economics, labor law, or public administration is required; experience in developing countries is an asset. A willingness to work and travel overseas is a requirement for employment.

Internships

An extremely limited number of unpaid internships is available to undergraduate and graduate students on a summer and semester basis. Interns are expected to have academic majors in areas that coincide with ILO activities. Work usually consists of public administration or research.

Application procedure

Recruitment is for positions in Geneva. The U.S. departments of State and Labor, university placement offices and the American Federation of Labor-Congress of Industrial Organizations (AFL-CIO) are advised of openings. Suitable candidates will be placed on a roster. Applications for internships and full-time professional positions should be addressed to:

ILO Washington Branch Office
1750 New York Avenue, N.W.
Washington, DC 20006
(202) 376-2315

International Monetary Fund (IMF)

Washington, DC

The IMF promotes international monetary cooperation and a more open system of world trade. Consisting of 148 member countries, the IMF supports stable world economic growth by providing financial assistance to member countries suffering temporary balance of payments difficulties. It also plays a large role in managing international debt problems by issuing loans to help countries meet their interest payments and by directing austerity measures.

About two thirds of the IMF's international-projects staff are economists with proven skills in economic analysis. Most staff are based at Washington, DC, headquarters. Small offices are maintained in Paris and Geneva. Staff sometimes reside in member countries for varying periods in order to monitor economic developments and advise on economic matters. The IMF has 18 departments; 5 are area related and the others are functional, such as Exchange and Trade Relations, Fiscal Affairs and Central Banking.

Professional staff

The IMF has a professional staff of 1,000; 30 of the total are employed overseas. Approximately 25% are American citizens. In the past year, the IMF has hired 130 people.

Qualifications

Persons with a graduate degree in economics, preferably a PhD, stand the best chance of being hired. Knowledge of foreign languages is preferred, with Arabic, French and Spanish the most important. An appointment to the regular staff or to a fixed-term position usually requires experience in a government, or a financial or academic institution.

Training program

Approximately 25 people are recruited—often from graduate programs—each year through the "Economist Program." The program is designed to acquaint candidates who have promising credentials with the policies, functions and operating methods of the Fund. It runs for two years and involves assignments in both an area department and a functional department. At the conclusion of the program, some trainees are offered permanent employment. Candidates for the Economist Program should be under 33 years of age and have graduate training in economics. Applicants are selected on the basis of academic record, personal qualities and, in some instances, previous work experience.

Internships

Paid summer internships are available for graduate students in economics. Interns are involved in research activities and have the opportunity to acquire first-hand experience of the operations of the Fund. Applications should be submitted no later than the end of January.

Application procedure

Persons interested in applying for internships, the Economist Program, employment on the regular staff (permanent after a one-year probation period) or for a fixed term (two to three years duration), should write to:

Recruitment Division, Room 6-525
International Monetary Fund
700 19th Street, N.W.
Washington, DC 20431
(202) 477-7000

Applicants should submit a sample of written work and graduate-school transcripts.

United Nations Children's Fund (UNICEF)

New York, NY

UNICEF is a semiautonomous UN organization with a mandate to address the problems of children in both industrialized and developing countries. With emphasis on child survival and development in the less-developed nations, UNICEF cooperates with governments in planning and designing low-cost health services for the benefit of children and their mothers. It finances training programs for professional groups and others involved with children's needs, provides supplies and equipment and, in emergency situations, provides disaster relief. UNICEF receives all of its income from voluntary contributions, with about 80% coming from governments and intergovernmental organizations.

Professional staff

UNICEF has a professional staff of 880, including 127 U.S. citizens, stationed in its main offices (New York, Geneva, Copenhagen and Tokyo) and in 100 field offices in the Third World. There are 160 people at New York headquarters. In the past 12 months, 115 professionals were hired.

U.S.A.
HI! I'M FRANCE
HI! I'M BELGIUM
HI! I'M ARGENTINA
HI! I'M ITALY
Richter

Drawing by Richter; © 1985
The New Yorker Magazine, Inc.

Qualifications

UNICEF usually requires a graduate degree—an MA, MBA, MD, MIA, MPA, MS, MPH, RN or PhD—and experience in fields such as health, nutrition, water, sanitation, education, administration, finance and personnel. Knowledge of French, Arabic, Spanish or Portuguese is required. Preference is given to those who have work experience administering assistance programs in Third World countries. Willingness to live and work abroad is essential.

Application procedure

The UN circulates vacancy announcements internally and occasionally in professional journals. It requires the standard UN application, the Personal History Form, which is available from:

Chief, Recruitment and Staff Development Section
UNICEF
Room: A-3K
866 United Nations Plaza
New York, NY 10017
(212) 415-8107

United Nations Development Programme (UNDP)

New York, NY

UNDP is the principal coordinator and central source of grant funding for UN development activities. It assists developing countries in raising productivity, improving living standards and using assets in a more effective way. With a network of 115 field offices in virtually every developing country, UNDP is the most broadly based UN organization. Its projects include agricultural and rural development, natural resources, appropriate technology, industrial development, educational systems and economic and community planning. UNDP funds and monitors the implementation of these projects, which are, for the most part, executed by the specialized UN agencies. The agencies are responsible for hiring their own technical personnel (usually referred to as experts) and purchasing equipment for the projects. At present, there are some 8,000 experts working on more than 5,000 UNDP-financed projects.

There are three main opportunities for employment with UNDP: the Junior Professional Officer Program (JPO), a training program or a regular staff appointment. The JPO accepts about 70 people annually for 2-year assignments in UNDP field offices. Only nationals of participating donor countries can be considered for this program, and, since the U.S. has declined to participate, there are no American JPO's. Qualified Americans, however, are eligible for the training program [see below].

Professional staff

UNDP has a professional staff of approximately 700, of whom 500 are based overseas. Their primary responsibility is to manage technical cooperation projects described above. About 186 have been hired in the past year; most openings occur on the entry or junior levels. UNDP recruits worldwide from graduate programs in development economics or other related disciplines. U.S. citizens make up 29% of those in New York headquarters and 14% of those abroad.

Qualifications

UNDP requires a graduate degree. Economics, development-related disciplines and public administration are the preferred fields of study. Knowledge of at least two official UNDP languages (English, Spanish, French) is required; Arabic and Chinese are also useful. Experience in a development-related field, especially in a Third World country, is strongly preferred. A willingness to live and work abroad is necessary, as well as an ability to work with people from different nationalities and cultural backgrounds.

Training program

The Administrative Training Program runs for seven months. Approximately 15 trainees a year participate in the program. They spend four months at UNDP headquarters and three months in a field office. At the end of the program they are normally assigned to a UNDP field office as Administrative Officer, which is the first step on the UNDP professional career path.

Internships

Unpaid summer internships are available to first-year graduate students pursuing a development-related degree. Interns carry out project and program evaluation and research and analysis and should speak two UNDP official languages.

Application procedure

Applications for all positions should be sent to the address below. List specific positions or programs, if applicable.

Chief, Recruitment Section
Division of Personnel
United Nations Development Programme
One United Nations Plaza
New York, NY 10017
(212) 906-5279

United Nations Industrial Development Organization (UNIDO)

Vienna, Austria

UNIDO, which became the 16th specialized agency of the UN system in January 1986, promotes industrialization in the developing world. It provides a forum for developing and industrial countries to meet and discuss industrialization and assists these countries in obtaining external financing for industrial projects. Its goal is to help developing countries to increase their share of world manufacturing production from 11% today to 25% by the year 2000. UNIDO's recent projects have promoted investment, provided consultants on basic industries and transferred appropriate technology to the developing world. UNIDO has also established the Industrial and Technological Information Bank, which provides information on investment opportunities in developing countries.

Professional staff

UNIDO has a total staff of approximately 1,800, of whom 8 are based in the U.S. Of the 1,300 in Vienna, 500 are professionals, and the rest are experts hired for short periods, usually less than a year, for assignments in developing countries. In the past year, 400 people were hired.

Qualifications

UNIDO requires a graduate degree for employment and three to five years experience in a field such as economics or econometrics; chemical, industrial or mechanical engineering; technical-assistance project formulation; management science; or administration. Longer experience is normally required for many positions. Technical experience in the Third World is an asset but not a requirement. Knowledge of English or French is essential. Employees should be willing to work and travel abroad. UNIDO is currently interested in hiring more women and welcomes applications from qualified candidates.

Internships

A limited number of unpaid internships is available on an *ad hoc* basis.

Applicants are normally expected to have a graduate degree or to be enrolled in an advanced-degree program. There are internships in areas such as public information, legal affairs, economic development and industrial planning. Candidates may state their preference on the application form.

Application procedure

Internship applicants must be nominated by the U.S. Mission to the UN or by their college or university. Such schools need not belong to a formal UNIDO program and need only initiate the application. Specific information and applications may be obtained by writing to the address below. Persons interested in professional positions at headquarters may write to the same address to request the appropriate application forms. Applicants for technical posts abroad must write to Project Personnel, Recruitment Section, also at the address below. Applications do not need to be made for specific vacancies. Qualified candidates' names will be retained on a computerized roster, which is UNIDO's major source of recruitment when posts fall vacant.

Head, Personnel Service
Room E0554
UNIDO
Vienna International Centre
P.O. Box 300
A-1400 Vienna, Austria

United Nations Institute for Training and Research (UNITAR)

New York, NY

UNITAR, an autonomous UN organization, sponsors training and research programs to improve the effectiveness of the UN in maintaining peace and security and promoting economic and social development. UNITAR's programs—which currently focus on people from developing countries—stress international cooperation, multilateral diplomacy and development. They also prepare participants for assignments within the UN or in other international organizations. Training programs last from three days to four months. About 500 national and UN officials working in the areas of diplomacy, international law and development economics are accepted into the program each year.

UNITAR also sponsors research projects on issues related to the functions and objectives of the UN and does research for the Secretary-General and for organizations that request it. Since its founding in 1963, UNITAR has published over 130 books. Topics have included the arms race, environmental pollution, technology transfer and development aid.

Professional staff

UNITAR has a professional staff of 20, 6 of whom were hired during the past year. Staff are based overseas in Geneva, Rome, Dakar and at New York headquarters. Those based in Geneva carry out training programs and perform liaison work. Those based in Rome and Dakar carry out special research projects. Of the total staff, 14% are U.S. citizens.

Qualifications

A JD, MBA, MPA, MIA, MA or PhD in international relations, political science, economics, international law and international administration is most useful. Knowledge of at least one UN working language is required, French being the most important. Previous work experience is not required but desirable. Employees do not have to travel.

Internships

Unpaid internships are available to graduate students and junior officials on a summer and semester-long basis. Interns must have an MA degree or equivalent. Interns serve as training assistants and perform research within existing UNITAR projects in the fields of peace, security and socioeconomic development.

Application procedure

Applications should be addressed to:

Secretary of the UNITAR Appointment and Promotion Board
United Nations Institute for Training and Research (UNITAR)
801 United Nations Plaza
New York, NY 10017
(212) 754-8621

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

Vienna, Austria

UNRWA was created after the Arab-Israeli conflict of 1948 to assist homeless Palestinian refugees. Education, health and relief assistance are provided today to refugees in Jordan, the West Bank and Gaza Strip, Lebanon and Syria. Much of UNRWA's budget is spent on education, vocational and professional training and university scholarships. Its medical centers, which stress preventive medicine and community health, handle more than 4 million patients annually. UNRWA also provides food, small grants and some shelter repair for the most needy. The agency is financed by voluntary contributions—primarily from governments but also from international organizations, voluntary agencies, corporations and individuals.

Professional staff

UNRWA has a professional staff of 100, all but one of whom are based overseas, either at Vienna headquarters or in Lebanon, Syria, Jordan or Israel. Ten internationally recruited people have been hired in the past year. At present there are 14 U.S. citizens working for UNRWA.

Qualifications

In addition to its own staff, UNRWA has on loan medical staff recruited by the World Health Organization and educational specialists hired by UNESCO. UNRWA desires a graduate degree in personnel administration, finance, engineering or technical or relief-oriented disciplines. Knowledge of languages is preferred, with Arabic, French and German in greatest demand.

UNRWA requires a minimum of 5 years experience, preferably with other international or governmental organizations and preferably in the Middle East. Experience can be in international relief work, finance, personnel and administration, law, supply and transport logistics or public information.

Application procedure

In addition to distributing vacancy notices within the UN, UNRWA sometimes advertises openings in large city newspapers. The UN standard employment application, the Personal History Form, should be sent to:

Head, Staffing and Training Office
United Nations Relief and Works Agency (UNRWA)
Vienna International Centre
P.O. Box 700
A-1400 Vienna, Austria

UN Volunteers (UNV)

Geneva, Switzerland

UN Volunteers is an international volunteer organization dedicated to providing technical assistance to developing nations. The United Nations Development Programme is responsible for the administration of UNV. The U.S. Peace Corps screens U.S. UNV applicants. Volunteers serve in all the UN member states, including countries where the Peace Corps has no staff, such as the People's Republic of China, Ethiopia, Somalia and Turkey.

The average tour of duty is two years. Volunteers work in a variety of capacities, training local personnel to carry on when their assignment is over. Volunteers are provided with transportation to and from the country of assignment by the sponsoring agency. A monthly living stipend, housing and health and life insurance are provided by UNV. Upon completion of a project, volunteers receive a $175 resettlement allowance for each month they have served.

Professional staff

UNV recruits mid- to upper-level professionals to serve as volunteers. In the past 3 years, the Peace Corps has sponsored about 130 Americans who have served as UNVs. There are approximately 1,000 volunteers currently in positions throughout the Third World. [For information on Peace Corps staff openings, see discussion of Peace Corps in the U.S. Government chapter.]

Qualifications

Volunteers must be 21 or older, proficient in English, French or Spanish, in good health and have a minimum of two years experience working in their specialty. They must have at least a college degree, although many have advanced degrees. Applicants with experience in a skilled or technical trade must present a technical diploma and have several years work experience. The following is a partial list of desired UNV fields: accounting, agronomy, architecture, botany, carpentry, computers, community development, medicine, economics, engineering, fishery, forestry, geology, health education, irrigation, library science, mechanics, nursing, nutrition, physics, printing, teaching, urban and regional planning, veterinary science and welding. Language training is not provided, so applicants must have language skills of the country in which they want to work.

Application procedure

U.S. citizens must apply through the Peace Corps. They must meet all Peace Corps requirements, present completed Peace Corps and UNV applications to a Peace Corps recruiting office, and have an interview. Candidates completed and approved (by the Peace Corps) applications are sent to the UNV headquarters in Geneva. If accepted by Geneva, the applicant's name is placed on a roster, which is used to fill openings as they occur. Four times a year UNV headquarters publishes a list of hard-to-fill vacancies (called the Vacant Post List), which is available from the Peace Corps. Applicants need not apply for specific vacancies. UN Volunteers must be cleared by appropriate UN agencies and must pass a medical examination. The entire application process takes a minimum of six months and once on the roster the candidate cannot be assured when, or even if, a post will be offered.

The Peace Corps has 16 recruitment offices nationwide. If you cannot find one in your area, write to:

Peace Corps
United Nations Volunteers
International Operations
Room 801
806 Connecticut Avenue, N.W.
Washington, DC 20526
(800) 424-8580, ext. 243

The World Bank Group

Washington, DC

The World Bank Group is a multilateral organization comprising three institutions: the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA) and the International Finance Corporation (IFC). Each institution is supported by member countries. Founded in 1944 at the Bretton Woods Conference, the IBRD is the oldest and largest of the three institutions. Its purpose, in common with its affiliates, is to lend funds, to provide advice and to stimulate investment by others. The bank emphasizes projects and programs that improve the well-being of the poorest people in developing countries. It has recently invested in agricultural and rural development, education, health and family planning, water supply and electrification. Its loans are financed primarily from its borrowings in world markets but also from retained earnings and repayments from other loans.

Sharing staff with IBRD is the IDA, which acts as the Bank's concessional financing arm. IDA was established in 1960 when it became apparent that there was a need for lending to poor countries on easier terms than the IBRD could provide. IDA issues credits, which are long-term and interest-free. In addition, there is a 10-year grace period before the principal has to be repaid.

The IFC has its own staff, is funded separately and constitutes a separate legal entity, even though it shares with the Bank a wide variety of administrative and other services. The IFC's purpose is to promote the growth of the private sector of Third World economies. It does this by providing loans, making equity investments and stimulating private capital flows. The IFC neither requires nor accepts government guarantees.

The IBRD/IDA maintains 42 overseas offices throughout the world, mainly in developing countries; the IFC has 10. Professional IBRD/IDA positions include country economists, research/policy economists, project economists, project officers, financial analysts, technical specialists, technical advisers, evaluation officers and attorneys. Engineer, economist, attorney and investment officer are the main professional positions at the IFC.

Professional staff

About 90% of the staff work at headquarters in Washington, DC. IBRD/IDA has a professional staff of over 3,000 of whom about 200 have been hired in the last 12 months. The IFC has a smaller staff, about 300, with about 35 new employees.

Qualifications

The World Bank normally requires a graduate degree for employment. Economics, finance and technical disciplines are the preferred fields of study. Knowledge of languages, especially Arabic, Chinese, French, Portuguese or Spanish, is an advantage. Previous work experience—10 to 15 years for technical specialists, 5 to 10 years for economists and 5 years for investment officers—is required. A willingness to travel is essential since staff members may spend as much as one quarter of their time on overseas business. Applicants must also demonstrate an understanding of, a sensitivity toward and an interest in development issues. Employees are recruited internationally.

Training program

About 20% of current World Bank staff were recruited through the Young Professionals Program (YPP). This program is aimed at people under the age of 30 who have a strong background in economics or finance plus some related work experience and language capability. It provides the opportunity for professional development through on-the-job learning and exposure. An MA or preferably a PhD is required. Young Professionals work in different departments during the program. They are usually given two six-month assignments in different departments, one usually in a field mission. The Bank receives thousands of applications each year for a limited number of these positions.

Internships

The World Bank has a small Summer Employment Program for continuing graduate students in economics, finance and other technically related fields. Positions are paid and usually run from June to September. Applicants should have quantitative abilities and computer skills, since they will be doing statistical and data analysis in addition to researching and writing projects. A background in development studies, especially the sub-Saharan countries, is desired, and knowledge of foreign languages is useful. Last year the Bank received 1,800 applications for 120 positions.

Application procedure

The World Bank usually does not advertise its openings, but vacancy announcements are usually circulated internally. The Bank asks that prospective employees send résumés and covering letters; qualified candidates will be sent application forms. The completed forms are circulated to departments with openings, where the actual hiring decisions are made.

To apply for the Young Professionals Program, address letters to Administrator, Young Professionals Program at the address below. To apply for summer positions, write to Administrator, Summer Employment Program. To apply for regular employment, contact the Staffing Division. State the position for which you are applying.

The World Bank
1818 H Street, N.W.
Washington, DC 20433
(202) 477-3421

World Health Organization (WHO)

Geneva, Switzerland

Pan American Health Organization (PAHO)

Washington, DC

WHO is the specialized UN agency that seeks to improve public health throughout the world. Since 1977 WHO's basic concern has been to ensure that individuals everywhere have access to affordable health services that will enable them to lead socially and economically productive lives. In support of this objective WHO collaborates with member countries in immunization programs, promotes and coordinates research on tropical diseases, sets standards for the control of drugs and vaccines, disseminates data on health matters, supports health services development, fosters community involvement in health issues and provides advice and technical assistance to governments.

WHO's activities and programs are financed by the annual contributions of its more than 166 member countries. A large part of its work is carried out through its six regional offices in Brazzaville, Washington, DC, New Delhi, Copenhagen, Alexandria and Manila. The Washington office is known as the Pan American Health Organization and is an independent inter-American organization in its own right.

Professional staff

WHO has a professional staff of about 1,361 of whom 497 are in Geneva and 864 in the regional and field offices; PAHO about 320, many of whom are stationed in Latin America. During the past year, WHO hired 152 people and PAHO, 46. About 20% of WHO and PAHO staff are U.S. citizens.

Qualifications

Most positions in WHO are filled by persons highly specialized in health fields. WHO stresses that general practitioners or surgeons will not be considered for employment. The list of desired specialties for physicians, public health officials, nurses, scientists and health-care technicians is extremely varied. A graduate degree is normally required for employment plus a minimum of five years of relevant work experience. Previous overseas experience is particularly helpful. Knowledge of languages, Spanish for PAHO and French for certain areas, is preferred and, for PAHO assignments, required. Applications from women are particularly welcome.

Internships

Unpaid internships are available to students in health-related fields. All internships are at WHO's Geneva headquarters and last six weeks to three months. Students perform jobs for which they are qualified and are expected to acquire an understanding of WHO's goals, principles and activities. Interns must pay for all travel and living expenses and must work full-time. Approximately 25 to 39 students are accepted each year.

Application procedure

Persons interested in internships should contact Staff Development and Training. Those interested in employment should write to the Personnel Department at:

World Health Organization
20 Avenue Appia
CH-1211 Geneva 27
Switzerland

Applications to PAHO may be sent to:

Chief, Manpower Planning and Staffing Unit
Department of Personnel
Pan American Health Organization
525 23rd Street, N.W.
Washington, DC 20037
(202) 861-3200

Teaching Abroad / 11

Introduction

Teaching abroad can be highly rewarding for the cross-cultural experience it provides, but at the same time the challenges of living in and adapting to a foreign culture may be trying. Teachers, like others who work overseas, must keep an open mind and be eager to learn if they are to have a successful experience.

Teachers go overseas for various reasons. For some, it is an adventure. For others, it is a way to enhance their knowledge of a particular subject, learn or improve foreign-language skills, or learn new teaching methods. Some go abroad to teach because in a few places, usually hardship posts, the salary and benefits are higher than in the U.S.

Teaching positions may be found in several ways. There are teacher exchanges, where U.S. and foreign teachers simply trade places for a year or two, while maintaining the salary and benefits of their home school. Foreign governments sometimes employ American teachers to train native teachers. U.S. government schools overseas, such as the Department of Defense Dependents Schools or American or international elementary and secondary schools that are financially assisted by the Department of State, also hire U.S. teachers. Finally, there are openings in schools established by American companies for the dependents of their employees abroad.

Teachers working in schools administered by Americans or the U.S. government usually follow a U.S.-type school curriculum, whereas those hired by the host country government or those on teaching exchanges usually follow the curriculum established by that country. Many schools have an academic year similar to that of the U.S.—September to June. But due to seasonal conditions and labor practices, some schools—especially in the Third World—follow a different schedule. Consequently, teachers can usually find openings year round.

Teaching positions are available in all regions of the world, in dozens of countries. Assignments vary, usually lasting from one to three years.

The majority of positions are for those with established teaching credentials and experience. For example, to qualify for a job in a Department of Defense Dependents School, a candidate must have six courses in professional teacher education, at least one years full-time teaching experience within the past five years, and a valid teaching certificate. If you are seeking a teaching position in a college, university or as administrator or counselor abroad, advanced degrees and more teaching experience may be required.

Although some schools abroad may hire teachers who are not proficient in the national language, teachers should study the language intensively before departing, even if they will be teaching English. It will not only help them adapt, but make their teaching experience more successful.

In American-run schools, teaching positions in all standard subjects are available, including languages, especially French, German, Spanish and Latin. There are also some opportunities for teachers of special education in the Peace Corps [see Chapter 9].

Because teaching positions abroad are usually of short duration, it is wise to maintain close ties with your school back in the States. You may be able to get an unpaid leave of absence for one to two years. For shorter assignments—six months to a year—you may be able to get a sabbatical. Some unions guarantee teachers going abroad their jobs upon return.

Usually, some of the travel expenses, if not all, are paid by the school to which you are going. Living accommodations or a housing allowance, health insurance, baggage shipping and free tuition for dependent children are sometimes provided. Often a teacher's salary permits a higher standard of living abroad than in the U.S., but this is not always the case. Find out about the local cost of living before you accept an offer.

There are numerous books available on teaching positions abroad. [See bibliography.] Listed below are some organizations that aid teachers looking for jobs abroad.

L.J.S.

Department of Defense Dependents Schools

These schools, at the elementary, junior and senior high levels, operate in 20 countries. Each fall, the Department of Defense recruits 600-700 teachers and provides them civil service benefits, travel expenses and sometimes housing. Applicants must be willing to serve anywhere for 1-2 year assignments. For information and an application packet, write to:

Department of Defense Overseas Dependents Schools
Teacher Recruitment Section
2461 Eisenhower Avenue, Hoffman Building
Alexandria, VA 22331
(202) 325-0885

Department of State Assisted Schools

There are many overseas schools for American students that are financially assisted by the Department of State. Although the State Department does not assist directly in the recruitment of teachers for these schools, it does provide free fact sheets and a directory called *Overseas American-Sponsored Elementary and Secondary Schools Assisted by the U.S. Department of State.* Write to:

Office of Overseas Schools
Room 234, SA-6
U.S. Department of State
Washington, DC 20520
(703) 235-9600

International Schools Services

This organization services American schools overseas by assisting in recruiting, procuring school supplies, consulting on day-to-day operations, curriculum and long-range planning. It publishes a book listing teaching opportunities in overseas schools (except for the Department of Defense Dependents schools). It also has a service to help teachers find positions. There is a registration fee and, if they assist you in finding a position, a placement fee. To register, write to:

International Schools Services
126 Alexander Street
Princeton, NJ 08540
(609) 452-0990

Teacher Exchange Programs

The Department of Education sponsors a year-long teacher exchange program in Argentina, Belgium, Britain, Colombia, Canada, Denmark, France, Germany, Luxembourg, the Netherlands, Norway, Switzerland and South Africa. This year, about 450 teachers participated in the program. Upon acceptance into the program, teachers are matched by grade level (elementary and secondary) and subject of instruction. An attempt is made to send teachers to the country of their choice.

Teachers are paid the salary they receive in their home school. Usually, American teachers exchange housing with their foreign counterparts, but, if not, the foreign teacher arranges housing for the American teacher at the time the match is made. Travel expenses are sometimes included for the teacher, depending on the country, but never for the teacher's spouse. Limited health coverage is also included.

To qualify, a teacher must have a BA, at least three years of teaching experience, and be teaching currently. For positions in Argentina, Colombia, France, Germany, Norway and Switzerland, teachers must be fluent in the native language. For all other countries, there is no language requirement.

Applications are available in August, and should be submitted by October prior to the academic year in which a teacher desires the exchange. The year is from September to June. For application materials, write to:

Teacher Exchange Branch
U.S. Information Agency
E-ASX
301 4th Street, S.W.
Washington, DC 20547
(202) 485-2555

The Council for International Exchange of Scholars (CIES)

CIES provides grants for university teachers for one academic year in foreign countries. Write to:

Council for International Exchange of Scholars
11 Dupont Circle, Suite 300
Washington, DC 20036
(202) 939-5400

The Institute of International Education (IIE)

IIE's library, the Information Center, offers many resources on teaching abroad, including a variety of books describing education systems and regulations around the world. It also publishes the book, *Teaching Abroad.* [See bibliography.] The Information Center is located in the IIE building at 809 United Nations Plaza, New York, NY 10017, (212) 883-8200.

Internships / 12

Introduction

Finding a job is often frustrating: You are told you need work experience to land the position, but you cannot gain experience without getting work. Even though entry-level jobs can be filled by people without experience, employers are hesitant to hire someone with no employment credentials, particularly when others who have worked are available.

So how does one get work experience? The answer is through an internship. An internship provides you with the opportunity to learn firsthand about a company or organization by working for it on a short-term basis. The exposure helps you decide if the field is right for you. An internship also provides you with professional work experience, which will help you pursue a permanent position. Finally, an internship helps you make contacts. If you got along well with your supervisor, he or she might be willing to help you find a permanent job, write you a recommendation or even hire you permanently.

Internships vary a great deal. Some are paid; others provide a small stipend or commuting expenses; some pay nothing. They are available for periods as short as a four-week winter break from college or for up to a year or two. Internships are filled by high-school, college and graduate students and, increasingly, by older people reentering the work force or changing careers.

Some organizations sponsor formal internship programs and take a set number of interns each term, train them and give them specific tasks. Other firms may take interns for a specific project. A few companies hire interns and let them provide help where they see a need. In general, a more structured internship provides more responsibility and a better learning experience than one in which duties or supervisors are unspecified.

Some companies take interns as part of their recruiting process and may hire former interns as permanent employees. Other companies are only interested in getting some temporary help. An internship should be a symbiotic, or mutually beneficial, relationship. The company should benefit from the work of the intern. The intern should gain experience and exposure to the firm's work.

Internship Etiquette

In an internship you must display initiative: ask for projects that you can work on, volunteer your services to staff members, be helpful around the office. Each internship situation varies, however, and in some your supervisor may not appreciate your doing someone else's work. Like a guest in someone's house, be courteous and get to know your surroundings before volunteering for additional chores. Be careful to listen to and follow your supervisor's instructions. One reason some organizations are wary of taking interns is that they can cause more harm than good if they fail to follow instructions.

Interns' jobs run the gamut from clerical work to aiding staff on a variety of stimulating projects. Before accepting an internship, it is wise to find out what work is available and what is expected of you. With the help of your supervisor, you might write down your learning goals. This would identify your interests for your supervisor and help him or her assign work to you. Make clear that you welcome criticism. This is the only way you will learn to do a better job.

Many colleges and graduate schools offer credit for one- or two-day-a-week internships during the fall or spring semesters. Other schools give credit for summer internships, which are usually full-time positions. Before you decide on an internship, find out what your school expects of you and make sure your employer understands this. A student receiving credit should write learning goals with the help of his or her school's intern coordinator and supervisor.

Finally, many internships are unsalaried, but this does not mean they "don't pay." The experience, the opportunity to test a field, the contacts and supervisors' references are all valuable. You need not fear that taking an unpaid internship carries less prestige than a paid one. It doesn't. If you must earn money, look for a paying internship—but be warned that these are harder to find—or get a second job. Most supervisors are flexible if interns need to hold down a second, paying job. Think about living at home or with a relative in order to save money. And ask if the company will pay for your transportation or lunches.

Interning in International Fields

In some fields an internship is a virtual prerequisite for employment. In journalism, summer jobs and even work during the term are very important for getting a permanent position. Most students in law, business and public policy graduate programs hold paid summer internships; and companies often use the intern pool to recruit permanent staff. In some nonprofit work, especially research and education, population and youth-related work, so many applicants have internships that those without are not considered serious candidates.

Internships in banking, finance and some business fields are less important because many companies offer training programs. But because internships show you have initiative and drive, they are useful in getting into a training program, which can otherwise be difficult. Businesses are most interested in hiring staff who are competent and will work hard. Any work experience you have will help convince employers of your potential.

It is often difficult to find internships in the international departments of businesses. You are encouraged to try, but do not be disappointed if you have to settle for an internship on the domestic side. Later on you can get into international work.

For positions in the United Nations and related organizations, previous professional experience is essential. Few internships are offered by these organizations, and they are usually for highly qualified people. For the U.S. government, an internship can help establish your credentials, but it is generally not considered on a par with professional experience, which is very useful for entry level and is required for mid- and upper-level positions. The same holds true for the field of development assistance. Nevertheless, internships are a good way to get experience in these difficult-to-enter fields.

Finding an Internship

To research internships, the best place to start is in your high-school, college or graduate-program career office. Companies often send internship announcements to these offices. Talk with an adviser in the office. He or she might be able to suggest programs other than the ones listed. If you are at a loss as to what field to choose, now is the time to assess your goals, skills and needs. The career counselors may be able to help you. But remember that knowing what you want is primarily your responsibility.

There are numerous books on internship programs, some of which have been included in the bibliography. This chapter covers nine fields, which correspond to chapters 2 through 10: international business, international consulting, international finance and banking, international journalism, international law, translating and interpreting, nonprofit organizations, U.S. goverment, and United Nations and other international organizations. There is additional information on internship programs in the company profiles found in chapters 2 through 10.

To locate the names of companies in your field, you might check the general reference books listed in the bibliography. It is easy enough to call a company and ask if it takes interns. Once you have determined this, apply for an internship as you would a permanent job. [For job-hunting strategies, see Chapter 1.]

Some internship programs are highly competitive and have early application dates. The best time to begin your search for a summer internship is in the fall. You can use your winter or spring break to go on interviews. Internships during the fall and spring semesters or winter break are generally less difficult to get, but you should still approach the company a few months in advance.

Companies that do not have formal internship programs or application procedures may not know until spring whether they need interns or how many they can use.

When you have selected a few programs, call the intern coordinator at the company and discuss the best time to apply or visit. Do not be bashful about calling. Intern coordinators' jobs are to find the best people, so they will be interested in telling you about their program. As with any job search, try to hold back your résumé until you meet the interviewer. This may not be possible if you are away at school, however; so if you must send it, also make an effort to get an appointment for an interview.

Some companies prefer to hire people with local ties. Some favor local people as a courtesy to the town; others like to know interns have family or friends nearby with whom they can possibly live. Any such connections might be worth brief mention in a cover letter or phone conversation.

L.J.S.

International Business

Allied-Signal, Inc.

Morris Township, NJ

Allied-Signal is an advanced technology company. Its primary businesses are aerospace/electronics, automotive and engineered materials. The company has approximately 144,000 employees working in hundreds of plants, research laboratories, sales offices and other facilities in the U.S. and abroad.

Allied hires four interns each summer, who assist staff members in financial data analysis at the Morristown, NJ, office. They are paid an hourly wage. Successful interns are often hired after graduation as full-time employees.

The most important qualification is a background in finance. Most interns are business students. Résumés and cover letters are accepted through mid-April preceding the summer of employment. They may be sent to:

Staffing Representative
Allied-Signal, Inc.
P.O. Box 2245R
Morristown, NJ 07960
(201) 455-2000

The American-Scandinavian Foundation (ASF)

New York, NY

ASF is a nonprofit organization that promotes international understanding through educational and cultural exchanges between the U.S. and Denmark, Finland, Iceland, Norway and Sweden. ASF's programs include fellowships and grants for American and Scandinavian students, trainee placement, publishing of a journal and cultural activities.

ASF arranges short-term and long-term training opportunities in the five Scandinavian countries. The programs are designed to provide American students with cross-cultural contacts and practical work experience. Opportunities exist primarily in the fields of engineering, computer science, banking, agriculture, horticulture, forestry and business. Short-term positions are available during the summer for two- to three-month periods. Over 100 positions are available each summer.

Long-term positions last from 6 to 18 months and provide trainees with in-depth work experience in a Scandinavian firm. In addition to the fields mentioned above, there are long-term opportunities in petroleum engineering (in Norway only), furniture-making, culinary arts and fish processing or technology (the latter in Iceland only).

Interns receive a stipend to cover living expenses during the period of training but are expected to cover airfare costs. ASF cooperates with the host organization to provide housing, for which interns pay $100 to $125 per month. Once an assignment is confirmed, ASF also arranges for a work permit to be issued to the intern.

Short-term applicants must have at least three years of undergraduate studies with a major in the field in which training is sought. Applicants for international business and banking internships should be business or finance majors with a minimum GPA of 3.25. These applicants should also have at least one semester of work experience in the corporate world. Knowledge of English is sufficient in most cases, but interns are encouraged to gain a basic proficiency in the language of their chosen country by the time the internship begins.

Long-term program applicants should be Americans between the ages of 21 and 35 who have completed their formal education and have one or two years experience in a professional field. Working knowledge of the country's language might be required.

To apply, send a résumé to ASF along with a cover letter specifying the field and country in which you wish to train. List appropriate skills and dates of availability. A nonrefundable application fee of $35 is required at the time an application is submitted. The deadline for applying for the short-term program is December 15. There is no deadline for the long-term program, but the placement process requires a minimum of four months.

For more information, contact:

Training Program Coordinator
The American-Scandinavian Foundation
127 East 73rd Street
New York, NY 10021
(212) 879-9779

The Carl Duisberg Society (CDS)

New York, NY

CDS is a private, nonprofit organization that serves companies with global interests by organizing and sponsoring a variety of work-training and educational-exchange programs. Most of the programs are between the U.S. and West Germany, although a few include people from developing nations. CDS's goal is to expand individuals' experience by teaching them new skills and developing their ability to adapt to new cultures.

CDS sponsors a paid internship program in Cologne or Radolfzell, West Germany, for American graduate and undergraduate students. Interns spend one month in an intensive German language course and stay with German families through a "bed and breakfast" arrangement. Interns work with a German company for five months. Positions are available in marketing, management, banking, accounting, biomedicine, chemical engineering, computer technology, agriculture and construction. Interns are generally paid by the company; if not, they will receive a stipend through CDS.

Interns must be undergraduate or graduate students with practical work experience and majors in business or technical fields. Knowledge of the German language is required. Programs start in March and September, but applications must be submitted to CDS six months in advance. They may be submitted to:

Program Officer
The Carl Duisberg Society
425 Park Avenue
New York, NY 10022
(212) 593-3030

Education Programs Abroad (EPA)

Tarrytown, NY

EPA is a nonprofit organization that promotes and organizes internships in Europe. Most positions are in advertising, business, law, education, health care, politics, social sciences, theater and urban planning.

EPA offers internships throughout the year in Bonn, Cologne, London, Madrid, Paris and at the European Parliament in Strasbourg, France. Interns work three or four days a week during the fall and spring and take two classes related to their field of interest, for which they may receive academic credit. Internships are usually for one semester. Full-time internships are also available for 10 weeks during the summer. EPA places 80 to 100 interns annually.

There is a fee for each program, ranging from $1,780 to $5,470, depending on how long the stay, where the internship is and what U.S. university is awarding credit. These fees include room and board. Students are not paid for the internship work, although some receive financial aid from their undergraduate school.

Prospective interns should be juniors, seniors or graduate students with a GPA of 3.0 or above. Fluency in German, French or Spanish is required for internships in, respectively, Bonn, Paris or Madrid. Applications are accepted throughout the year and should include a transcript, two reference letters and an essay outlining career goals. There is a nonrefundable application fee of $25. For more information contact:

Study Abroad Office
Education Programs Abroad
Marymount College
Tarrytown, NY 10591
(914) 631-3200

FMC Corporation

Chicago, IL

FMC produces machinery and chemicals for industry, agriculture and government, with 107 manufacturing facilities and mines in 26 states and 14 countries. FMC is involved in five broad markets: industrial chemicals, petroleum equipment and services, defense systems, performance chemicals and specialized machinery.

FMC offers a summer internship program for students who have completed their first year toward an MBA. About one-quarter of the internships are in the international department, in which interns work on international marketing projects and international competitor analyses. The corporation looks for strong analytic skills and some experience in a manufacturing environment. Research skills are also important, and a foreign language may be helpful. Interns, who are sometimes hired as full-time staff after graduation, are paid a competitive salary, and are usually employed in the main office in Chicago. There is no fixed number of interns employed annually.

FMC contacts local graduate schools when positions are available. However, résumés with cover letters are also accepted and should be mailed in January or February to:

College Relations Manager
FMC Corporation
200 East Randolph Drive
Chicago, IL 60601
(312) 861-6000

General Electric Company (GE)

Fairfield, CT

GE groups its business into three areas: core manufacturing, technology and services. It manufactures lighting, major appliances, motors, turbines and transportation and construction equipment. Technology businesses include medical systems, aircraft engines, aerospace equipment, materials (mainly plastics) and factory automation. The service businesses are financial, construction and engineering, nuclear and information services.

GE is large and decentralized, with no formal internship program. Some of its divisions hire interns at various offices around the country. Basic qualifications are that students—graduate and undergraduate—have a high GPA; background in a technical field, such as engineering, mathematics, or science; and an interest in GE's operations. GE offers its interns competitive monthly salaries.

Résumés and cover letters are accepted at GE offices around the country and should be submitted in February or March for summer employment. It is recommended that the cover letter include the type of position or work desired. GE's headquarters address is:

General Electric Company
3133 Easton Turnpike
Fairfield, CT 06431
(203) 373-2211

International Business Machines Corporation (IBM)

Armonk, NY

IBM, ranked fifth on the 1986 *Fortune* 500 list, is one of the leading corporations in the field of information-handling systems. It produces information-processing products and computer systems, telecommunications systems, typewriters, copiers and educational and testing materials. Its products are widely used in business, government, science, space exploration, defense, education and medicine.

Through IBM's CO-OP and Summer Preprofessional Programs, college students are hired to work at IBM locations around the country on engineering, programming and marketing projects. Because the program is large and decentralized, the number of students participating varies with location.

Undergraduate and graduate students with backgrounds in engineering, mathematics, science or computer science; who are interested in IBM's fields of operation; and who have a good GPA and oral and written skills are preferred candidates. Former interns are often hired after graduation.

Interested students may submit a résumé and cover letter to either an IBM Central Employment office (located in major U.S. cities) or a local IBM office. A cover letter should indicate the position in which you are interested and the location where you would like to work. IBM responds to every employment inquiry. To locate the address of the nearest local IBM office, call the toll-free IBM information number, (800) 426-3333, or look in your local directory. Address all inquiries to the the Manager of Personnel.

International Paper Company (IP)

New York, NY

IP's principal business is the manufacture and sale of pulp, paper, paperboard and packaging products. It also makes lumber and plywood products, is involved in the development of mineral and real estate properties and manages and sells timber and agricultural products.

IP has an established undergraduate summer internship program. Most interns are employed at the central office, although some positions are available in branch offices around the country. In 1986, IP had about 50 openings nationwide for undergraduates between their junior and senior years, although in the past IP has hired as many as 150 interns annually. Interns work in engineering, marketing, accounting and human resource management. Prospective interns should be majors in engineering and electrical engineering, mechanical and chemical disciplines, accounting or, occasionally, liberal arts. No prior work experience in the field is necessary. IP, which pays interns a competitive salary and offers fringe benefits, sometimes recruits interns as full-time staff after graduation.

IP recruits some of its interns directly from college campuses, but it also considers résumés. They should be sent by the beginning of March to:

Manager, College Relations
International Paper Company
77 West 45th Street
New York, NY 10036
(212) 536-6249

Monsanto

St. Louis, MO

Monsanto sponsors a summer corporate internship program for undergraduate students between their junior and senior years. It places emphasis on employment of minority and female students, to whom it offers approximately 30 out of a potential 35 internships. Interns are integrated into a variety of ongoing projects. Monsanto provides a competitive monthly salary and, in some cases, travel expenses to the work site.

To qualify, a student must have a high GPA and a relevant major, such as engineering, computer science, a life science or accounting. Monsanto recruits on college campuses, and also accepts résumés with cover letters. They should be sent by February to:

Director of Personnel Planning and Professional Employment
Monsanto Company
F4EE
800 North Lindbergh Boulevard
St. Louis, MO 63167
(314) 694-2702

United Technologies (UT)

Hartford, CT

UT, designer and manufacturer of high technology products, employs 184,000 people at 300 plants and at sales and service offices in 57 countries around the world. UT concentrates on three main businesses: aerospace and defense, building and automotive. Among its best-known products are Pratt & Whitney aircraft engines, Sikorsky helicopters and Otis elevators.

UT has an internship program for college seniors. The internships—a few per semester—are available in the fall, spring or summer. Interns must be available to work 5 days and 20 hours a week in the Hartford office. They are paid an hourly wage and work on data analysis, using a personal computer, or on writing projects in the public relations department.

Candidates must have superior academic standing and a major in communications, English or computer science. Résumés with cover letters are accepted throughout the year and should be sent to:

Personnel Administrator
United Technologies Corporation
United Technologies Building
One Financial Plaza
Hartford, CT 06101
(203) 728-7000

International Consulting

Beijing-Washington, Inc.

Bethesda, MD

Beijing-Washington is an export consulting firm that represents about 40 American, Canadian and European firms in the People's Republic of China (PRC). Beijing-Washington specializes in marketing and selling electronic and electrical production equipment to the PRC. In addition, it supplies installation and service for the production and assembly line equipment sold to China.

The firm uses an average of two interns every year for a period of four to six weeks in the fall, spring or summer. The internships are not paid but can often lead to employment with the company. Interns start with clerical duties such as typing, word processing, filing and mailing. Later they may assist project managers in writing Chinese addresses and researching and responding to requests from customers in China.

Interns should have an active interest in China and speak and write Mandarin Chinese. The internship is open to college juniors or seniors. No previous experience is required, but interns should have good typing and writing skills and be familiar with word processing. There is no formal deadline to submit applications, which should include a cover letter and a résumé and be sent to:

Assistant to the President
Beijing-Washington, Inc.
4340 East-West Highway
Suite 200
Bethesda, MD 20814
(301) 656-4801

International Business-Government Counsellors, Inc. (IBC)

Washington, DC

IBC is an international consulting firm that provides assistance in intelligence, research, counseling and problem solving to corporations. IBC analyzes government trade and investment policies and international political and economic developments affecting business operations. It provides strategic counseling, early alert, forecasting of future international developments and information on government activities.

IBC takes six to eight interns annually and has interns during the fall, spring and summer. There is no stipend, but college credit may be arranged. Interns assist IBC staff with research projects, monitor government activities in countries of interest and provide background information on certain countries for clients.

Applicants must be college juniors or seniors or graduate students majoring in economics, political science or business. Cumulative GPAs should be 3.5 or above. Previous experience is helpful, although not required. Applications should include a college transcript, writing samples, a cover letter and two letters of reference. There is no formal deadline. For more information, contact:

Intern Coordinator
International Business-Government Counsellors, Inc.
Suite 708
1625 Eye Street, N.W.
Washington, DC 20006
(202) 872-8181

Ruder Finn & Rotman, Inc. (RF&R)

New York, NY

RF&R is a large independent public relations agency. It has offices in New York, Chicago, Washington, Los Angeles and Toronto with international partners in Canada, Europe and Japan. The firm serves corporations, foreign institutions and governments and nonprofit organizations.

RF&R takes 27 interns a year, 9 each during the fall, spring and summer. Interns work full-time at the New York office and receive a salary of $250 a week. Interns may have an opportunity to write press releases and "pitch letters," develop media lists and contacts, conduct research, participate in planning and coordinate special events and press conferences. Interns attend training sessions on different aspects of public relations such as international business, product promotion, tourism promotion, government relations, sports marketing, broadcast communications, and design. Although interns are not sent abroad, they might work with overseas clients. RF&R views the internship as a training ground for entry-level public relations professionals and has hired 90% of its former interns.

The internship is very competitive: about 200 applications are received for each session. Applicants may be undergraduate or graduate students majoring in the liberal arts disciplines, such as English, political science, and languages or law, advertising or business management, or professionals interested in changing careers. Knowledge of a foreign language can be useful, as can previous experience in public relations and a demonstrated interest and ability in communications. Applicants should send a résumé and request an application at least two months prior to the application deadline. In addition to taking a writing test, which is included with the application, applicants must arrange for an interview during which they will be asked to analyze a public relations case study. The deadlines are April 1 for the summer program, June 15 for the fall program and November 1 for the spring. For more information, contact:

Intern Coordinator
Ruder Finn & Rotman
110 East 59th Street
New York, NY 10022
(212) 715-1584

International Finance/Banking

Chase Manhattan Bank

New York, NY

Chase is divided into three core businesses: global banking, national banking and consumer banking. With operations in over 100 countries, the corporation offers a comprehensive range of financial services to corporations, individuals, financial institutions and governments around the world.

Chase offers 20 summer internships each year to MBA candidates between their first and second years and 26 internships to undergraduate students between their junior and senior years. The 10-week program integrates interns into business teams or projects that involve analysis of financial data and writing reports. Weekly seminars are planned with the officers in the bank. All positions are salaried.

Occasionally there are internships in international departments in domestic branches. There are also a few positions available in offices abroad. Candidates for the latter positions should have at least two years experience working or living in the country for which they apply and have good command of the language of that country.

Graduate interns are recruited on business-school campuses around the country. Interested students should send a résumé and cover letter to:

Director of Summer Internship Programs
Professional Recruitment
Chase Manhattan Bank
One Chase Manhattan Plaza
New York, NY 10081
(212) 552-3262

The First Boston Corporation

New York, NY

First Boston is an international investment bank with headquarters in New York City. It provides clients with access to world financial markets, executes securities transactions, manages and participates in private- and public-security offerings, and advises its clients on a broad range of financial matters.

First Boston hires 40 to 50 MBA candidates between their first and second years to serve as interns each summer. Although there may be a few openings in international departments, most interns work in the departments of public and corporate finance and sales and trading. Interns support the professional staff in projects requiring quantitative analysis skills and are paid a competitive salary.

First Boston seeks students with a well-rounded background and some financial experience. Preference is given to interns with two to five years experience in investment banking. Interns are recruited from business schools throughout the country, and résumés with cover letters are accepted from October through February. They should be sent to:

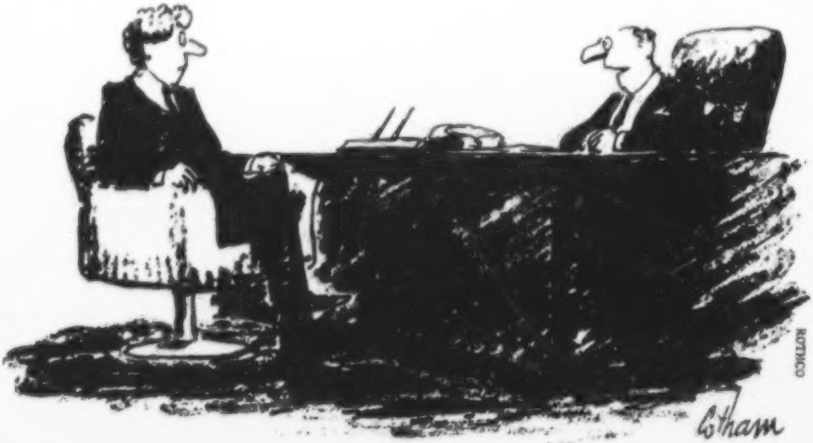
Employee Relations
The First Boston Corporation
12 East 49th Street
New York, NY 10017
(212) 909-2746

First National Bank of Chicago

Chicago, IL

First National Bank of Chicago is part of First Chicago Corporation, a diversified financial institution with international offices in 35 cities around the world. Among its many activities, the corporation offers institutional investment management, international banking and leasing, merchant banking, real estate, corporate, personal banking and venture capital services. It takes both undergraduates and MBA students as summer interns. Interns are salaried and work in the Chicago area.

Graduate program internships are open to MBA candidates between their first and second years. Occasionally there are openings in international departments, but interns do not work abroad. Candidates must demonstrate ability in and knowledge of banking and finance. The bank recruits all of its graduate interns at 16 business schools around the country and does not accept outside résumés.



Punch. Cotham. Rothco Cartoons.

"You seem to be a very intelligent young man. Perhaps you could tone it down a little."

A dozen internships are available for undergraduate students between their junior and senior years who have an interest in banking and finance. Although no previous banking experience is required, it is necessary to have good communications and analytical skills. Former interns are often recruited for full-time positions after graduation. A résumé and cover letter should be sent by January to:

Senior Intern Program
College Recruiting
First National Bank of Chicago
One North State Street, 5th Floor
Suite 0001
Chicago, IL 60670
(312) 407-4820

National Westminster Bank U.S.A. (Nat West)

New York, NY

Nat West is a New York-based American bank. Its international group serves the international banking needs of American firms as well as foreign governments, banks and corporations. It has regional offices in Chicago, Denver, Los Angeles and San Francisco; international offices are in London, Hong Kong and Rio de Janeiro.

Nat West has an informal summer internship program for both undergraduate and graduate students. Of the 10 to 15 students hired each summer, 2 or 3 are placed in an international division within the bank. Interns are hired for specific projects and are given challenging assignments. In the international department, such assignments may include country risk analyses, data analyses and writing briefs.

Undergraduates are hired during the summer following their junior year; MBA candidates are hired for the summer between their first and second years. For those interns hired for the international department, a second language is helpful but not necessary; French and Spanish are the most useful. No financial work experience is necessary, but it can be beneficial in the selection process. However, previous course work in finance and quantitative skills is essential.

The bank welcomes résumés with cover letters from March until May. Write to:

Manager of College Recruiting
National Westminster Bank
175 Water Street
New York, NY 10038
(212) 602-1000

Salomon Brothers, Inc.

New York, NY

Salomon Brothers is a New York-based investment banking firm. Its activities include securities underwriting, international investments, real estate financing and a wide variety of other financial research operations. The company maintains branch offices in Atlanta, Boston, Chicago, Dallas, Los Angeles, San Francisco, Tokyo and London.

Salomon Brothers hires interns between their first and second years of work toward an MBA. Twenty interns are hired each summer for the six branches in the U.S. Most are hired for sales and trading or corporate finance, but there are occasional openings in international securities.

Interns in this department are not sent abroad to work, however. Salomon Brothers pays interns a competitive salary. Interns are not hired to work on specific projects. After undergoing a one-week orientation, they are encouraged to explore a wide variety of projects and types of work within their department. Former interns are often hired for permanent positions.

Most interns are selected through a campus-recruitment process. Salomon Brothers interviews potential candidates at 25 to 30 top U.S. business schools. Applications are also accepted. Those who are interested should send a résumé and cover letter by February to:

Training and Recruiting Manager for Sales and Trading
Salomon Brothers, Inc.
One New York Plaza
New York, NY 10004
(212) 747-3359

International Journalism

Africa News

Durham, NC

Africa News is a nonprofit agency that supplies news and analysis about Africa through radio productions, research projects and a biweekly digest of African affairs. The agency produces radio programming about Africa for public and commercial radio stations across the U.S.

Africa News hosts three unpaid interns a year, one from out-of-state and two from the North Carolina area. Internships last from one to three months during the fall, spring or summer. Interns monitor and transcribe short-wave radio, collect information from magazines and reports, research and write stories and answer outside research requests. Interns with the audio service edit and copy tapes, assist in the production of broadcasts and help with engineering problems. Interns may devote up to 20% of their time researching a particular project for personal or academic interest. During the past three years, four interns were hired for permanent positions.

Undergraduate students with introductory course work, independent study or background related to Africa are encouraged to apply. Good research and writing skills are necessary and knowledge of French preferred. Africa News will help arrange college credit and assist interns with housing and job hunting for a part-time position. Applicants should submit a personal letter describing their background, interests and goals; transcripts; one or two letters of recommendation; and writing samples or a tape for radio internships. There is no formal deadline. For more information, contact:

Internship Program
Africa News
P.O. Box 3851
Durham, NC 27702
(919) 286-0747

American Society of Magazine Editors (ASME)

New York, NY

ASME is a New York-based association of more than 500 senior magazine editors. It sponsors a well-known and competitive summer internship program in which about 50 college students work on magazine editorial staffs. Most interns are assigned to positions in New York; a few elsewhere. About 50 magazines are associated with ASME, including *Business Week, Forbes, Life, Newsweek* and *U.S. News & World Report*.

Interns perform editorial tasks such as evaluating unsolicited manuscripts, researching articles, checking facts, writing leads and captions, proofreading, copy editing, interviewing and covering press conferences. Interns indicate the magazine to which they would like to be assigned, but editors' preferences prevail in the final choice. Each intern must submit a final report commenting on his or her experience. Interns receive a minimum $200 weekly stipend and are responsible for travel and living costs. ASME arranges housing with New York University dormitories for students who need it. The approximate cost for a room and two meals a day, weekdays only, is $1,500 per summer.

While the program does not necessarily lead to employment, it does provide the intern with excellent journalism experience, which can be used to secure future employment.

Announcements of the program are sent to deans and university internship offices about October first of each year or can be requested by a student. Any U.S. college or university may nominate one prospective intern each year and students must be so nominated to apply. Applicants should have demonstrated interest in journalism—such as courses in journalism, participation on a campus publication and previous journalism internship experience. Applications must include an application form, one letter expanding on the application, a letter of reference (from the school and from a former intern, if possible), writing samples, a photograph and a self-addressed stamped postcard for notification of application receipt. The deadline is December 15. For more information, contact:

Executive Director
American Society of Magazine Editors
575 Lexington Avenue
New York, NY 10022
(212) 752-0055

The MacNeil/Lehrer Newshour

New York, NY
Washington, DC

MacNeil/Lehrer is the only one-hour, nationwide, evening news program on U.S. television. It has aired on public television since 1977. MacNeil/ Lehrer has offices in New York and Washington, DC, and hires 54 interns each year. The New York office annually has 24 full-time news/editorial interns, 9 graphic-arts interns and 3 public information interns. The Washington office has 18 interns who serve as desk or research assistants.

Internships are offered during the fall, spring and summer. News/editorial interns assist at the newsdesk, work with wire copy, file publications, help assemble background material and answer viewer mail. In New York, during the editorial phase of the internship, interns report to senior producers responsible for national affairs, the economy, science, medicine, environment and special features. Graphic-arts interns help produce maps, charts, photos and slides by researching, ordering materials and assisting in graphic production. Washington interns perform similar tasks. All interns have the opportunity to develop their own stories during their three-month stay. All receive a $50 weekly stipend. Former interns are sometimes hired for permanent positions.

Undergraduate students with a strong interest and experience in news and excellent oral and written English skills are desired. Writing for the college paper or a previous television or radio internship is particularly useful experience. Only juniors are accepted for summer internships. The deadline is March 31. The deadline for the fall is July 31 and for the spring, October 31.

For more information on the New York internship, contact the Staff Manager (News/Editorial) or Art Director (Graphic Arts):

The MacNeil/Lehrer Newshour
356 West 58th Street
New York, NY 10019
(212) 560-3113

For information on the Washington internship, contact:

Intern Coordinator
The MacNeil/Lehrer Newshour
3620 27th Street South
Arlington, VA 22206
(202) 998-2837

The Nation

New York, NY

The Nation is the nation's oldest weekly magazine of politics and the arts. It focuses primarily on foreign and domestic politics, civil-liberties issues and literature. It is published by The Nation Company, Inc., a private, nonprofit organization that supports research, conferences and educational programs related to social justice, civil liberties, peace and disarmament.

Seven intern positions are available with *The Nation* every fall, spring and summer. Interns read and evaluate manuscripts, check facts and do research for articles. During the internship, they are encouraged to write an editorial, article or review for the magazine. Interns also assist the publishers in advertising and circulation and work on projects at the Nation Institute, a private, nonprofit foundation affiliated with the magazine. Interns are assigned some clerical duties such as filing, photocopying and running errands. Interns work full-time, five days a week. *The Nation* will assist interns in arranging for academic or work-study credit.

Most applicants have completed their junior year of college. Applications should include a letter indicating the student's interest in *The Nation* and describing his or her career goals, a résumé, two letters of recommendation from professors or employers and a writing sample. The deadline for summer is mid-April, for fall mid-July and for spring mid-November. To apply, contact:

Intern Coordinator
The Nation
72 Fifth Avenue
New York, NY 10011
(212) 242-8400

Radio Free Europe/Radio Liberty, Inc. (RFE/RL)

Washington, DC

RFE/RL is a nonprofit radio station funded by grants from Congress through the U.S. Board for International Broadcasting. It seeks to enhance Eastern European peoples' knowledge of developments in the world and in their country. RFE/RL has offices in Washington, DC, and in Munich, West Germany, from where it broadcasts in 21 languages to the Soviet Union, Bulgaria, Czechoslovakia, Hungary, Poland and Romania.

RFE/RL offers 21 summer internships in Munich and 1 or 2 in Washington. One of the positions in Germany involves audience and opinion research. The other interns at the Munich headquarters do research. They write either a long research paper or a series of short journalistic-style papers. The Washington-based interns are journalism students who cover Washington affairs for RFE/RL. Most internships last for a period of 8 to 12 weeks.

For interns in Germany, RFE/RL pays for round-trip transportation and lodging and provides a daily stipend of around $20. For the Washington interns, RFE/RL pays for transportation to and from Washington and provides a weekly stipend of $250. The internship serves as a recruiting ground for the radio.

Fluent reading knowledge of Russian (or another language of the Soviet Union), German, French or a Baltic or Eastern European language is preferred. Interns should have graduate training in Eastern European or Soviet studies and should, in most cases, be current students. Washington interns should have journalism experience and possess good writing and reporting skills. For the audience and opinion research position in Germany, a graduate student in international communications, mass media, social psychology or behavior is desired. All applicants should submit a curriculum vitae, a description of academic or practical experience, availability dates and two references. Applicants for work abroad must submit an assessment of their language abilities and computer skills, published clips or works and a description of special academic interests. For more information, contact:

Director of News (U.S.)
RFE/RL, Inc.
1201 Connecticut Avenue, N.W.
Washington, DC 20036
(202) 457-6900

For the Munich program, write to either the address above or:

Director, Professional Development
RFE/RL, Inc.
Oettingenstrasse 67
8000 Munich 22
West Germany

Time, Inc.

New York, NY

Time, Inc.'s Summer Editorial Intern Program, a nine-week paid program for college students entering their senior year, offers an opportunity to work for one of Time's seven magazines (*Time, Sports Illustrated, Fortune, Money, People, Discover* and *Life*). Interns serve as reporter-researchers, picture researchers or photo-laboratory and library assistants. Two interns also work for Time-Life Books in Alexandria, VA. During the summer of 1985, there were 23 interns, 5 of whom worked in photo-related positions. Time chooses five of the interns from candidates selected by ASME. (ASME, the American Society of Magazine Editors, runs a large internship program [see above]).

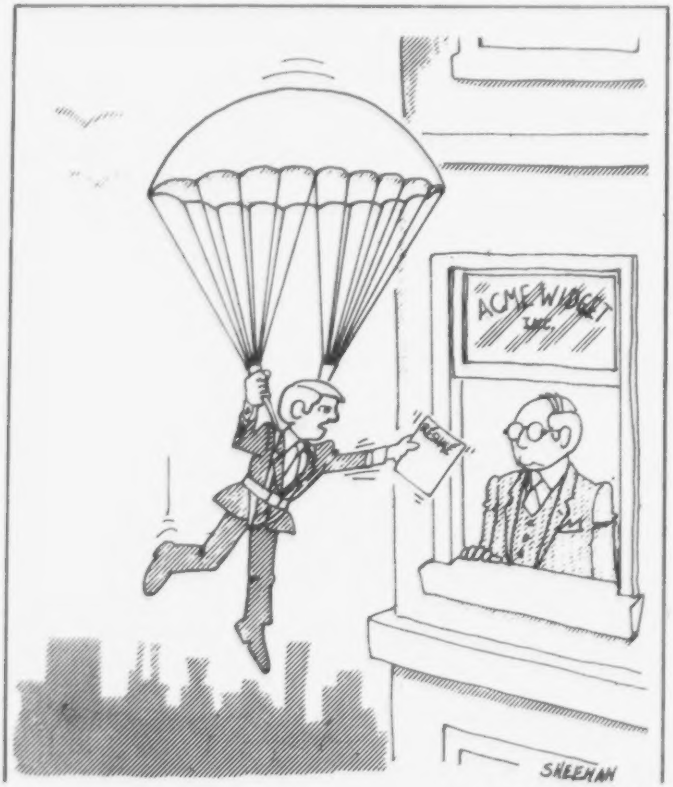
Successful internship candidates should have strong writing skills; a broad educational background, extracurricular interests and exposure; and, generally, journalism experience on a college paper, as a stringer or with a wire service. They must also submit several writing samples.

Time's program is very competitive. Each year, some 35 undergraduate colleges are invited to nominate two applicants each. The schools publicize the program and prescreen applicants. Students who attend colleges other than those invited to nominate candidates are not eligible, although they may apply for an ASME internship, which could be with Time, Inc. Colleges forward their two nominees' portfolios—including a transcript, résumé, three published writing samples and a 300-word essay—to Time which makes the final selections. Time receives the schools' nominations in mid-March and usually makes its decisions by the end of April. Although Time, Inc., makes no guarantees, approximately 14% of all interns have been rehired for further work. For more information, write to:

College Relations Manager
Time, Inc.
1271 Avenue of the Americas
New York, NY 10020
(212) 841-2213

International Law

There are virtually no internships in the field of law. There are some international internships in law-related fields, such as human rights, or with the UN. [For UN positions, see Chapter 10. One human rights internship is listed below, and another one can be found in Chapter 8.]



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"Yes, I know I'm supposed to go through personnel, but I was wondering if I could have a few moments of your time anyway?"

Most law students work for a law firm at least one summer during law school. For a listing of law firms that accept summer associates, as summer law students are called, see the annual issue on summer associates put out each October by *The American Lawyer,* 600 Third Avenue, 3rd Floor, New York, NY 10016. The issue costs $15.00, but most law-school career offices receive it. For a subscription to the magazine, students pay $24.50 a year for 10 issues, including the October issue. The October issue rates the firms on the basis of "how interesting work was," "quality of feedback," "client contact," "library research" and "firm social events."

Nonlaw students who want to work in a law firm to decide if the field is right for them might consider working as a paralegal or legal assistant. Paralegal work varies greatly but is mostly clerical. It does, however, afford an inside look at the field. For more information on this growing field or for information on legal assistants, contact:

American Bar Association
750 North Lake Shore Drive
Chicago, IL 60611

or:

National Association of Legal Assistants, Inc.
1420 South Utica
Tulsa, OK 74104

International Human Rights Internship Program (IHRIP)

Washington, DC

IHRIP provides individuals with practical training in the field of international human rights. It supports international human rights organizations and helps strengthen the network of trained human rights activists worldwide. IHRIP arranges internships with such organizations as the Center for Legal and Social Studies, the International Commission of Jurists, the Lawyers Committee on Human Rights and more than three dozen other organizations around the world. In addition to positions in Washington, DC, New York City, London and Geneva, IHRIP places interns in several countries in Africa, Asia and Latin America. Recently, interns were placed in Argentina, Chile, Ecuador, El Salvador, Kenya, Malaysia, and the Philippines.

Internships are awarded by matching applicants' qualifications and interests to the request and needs of placement organizations. Interns undertake practical human rights work with the organization in areas like organizing educational and public awareness campaigns, documenting human rights abuses lodging formal complaints with international bodies and promoting and utilizing the legal methods available to seek redress for human rights violations.

IHRIP is administered by the Institute of International Education. It sponsors 15 to 20 internships annually. Each intern receives a grant of $5,000-$15,000 per year to complete the internship. The actual amount depends on the length of the internship, the cost of living in the selected country and travel expenses. Internships normally last for one year, although a small number of short-term placements of two to three months are occasionally offered for work abroad.

IHRIP is open to individuals of all nationalities with previous experience or academic training in international human rights or in related fields such as law, international relations, journalism or political science. The deadline for applications is the last day of August each year. Grants are announced in early December and internships start some time between the following January and September. To apply, contact:

Director
International Human Rights Internship Program
Institute of International Education
1400 K Street, N.W.
Suite 650
Washington, DC 20005
(202) 898-0600

Translating and Interpreting

There are very few internships in translating and interpreting. Students are rarely proficient enough in languages to be of help to professional translators. Those who are fluent seek free-lance jobs in the field. The best way to break into the field is through language practice and advance translator/interpreter training. [For information on a few internships in the field, see Chapter 7.]

Nonprofit Organizations

Research and Education

American Indonesian Chamber of Commerce

New York, NY

The Chamber is an independent organization that promotes trade, investment, financial and other business services between Indonesia and the U.S. Its activities include sponsoring luncheons with business experts, publishing analyses of U.S.-Indonesian business relations, and organizing meetings and seminars between official and private representatives of Indonesia and the U.S. Its membership comprises over 100 corporations, including banks, petroleum companies, shipping lines, law firms and trading firms.

The Chamber uses up to a total of nine interns per year, three in the fall, three in the spring and three in the summer. Interns prepare periodical indexes for reference use, write synopses of articles and books dealing with U.S.-Indonesian business relations, respond to inquiries and do research. There is a stipend of $4 per hour when funds are available. The internship does not lead to future employment with the Chamber.

Undergraduate or graduate students majoring in internationally related fields may apply. They should have a good knowledge of economic, business and cultural issues affecting U.S.-Asian relations. No foreign languages are required. Apply early in the semester for the following semester's program by submitting a résumé and setting up an interview. Write to:

Intern Coordinator
American Indonesian Chamber of Commerce
12 East 41st Street
Suite 701
New York, NY 10017
(212) 687-4505

American Security Council (ASC)

Washington, DC

ASC is a prodefense citizen's lobby, and the ASC Foundation is a group that works with other educational institutions to improve public understanding of national security issues. The foundation serves as the educational coordinator of the Coalition for Peace Through Strength by producing TV programs, publishing books and reports and operating a National Security Speakers Bureau. The Coalition includes 250 Members of Congress and 169 national organizations. It is a bipartisan alliance of prodefense leaders who support the adoption of a national strategy of peace-through-strength.

ASC uses two to four interns each fall, spring and summer. Interns research ASC projects, communicate with political action committees, write reports and do clerical tasks. Projects center around the production of national security reports and putting together the annual ASC Voting Index. Interns are not paid except during the summer, when ASC offers a daily stipend of $20. ASC does not hire former interns.

Undergraduates may apply for the internship program. Knowledge of Spanish is helpful but not required. Applicants should submit writing samples and a cover letter anytime during the year. For more information, contact:

Director, Washington Office
American Security Council
499 South Capitol Street, S.W.
Washington, DC 20003
(202) 484-1676

Americas Society, Inc.

New York, NY

The Americas Society is a private, nonprofit organization that promotes an understanding of the economic, political and cultural values of Latin America, the Caribbean and Canada through a variety of programs and services. It seeks to increase public awareness of the positive role of the private sector and private organizations in inter-American relations and supervises the activities of various institutions concerned with hemispheric affairs.

The Society uses three to five unpaid interns every year in its Latin American department. Internships are available in the fall, spring and summer. Interns deal with journalists, handle public relations work, assist personnel with clerical tasks, organize luncheons and assist visiting leaders from Latin America. Graduate credit for the internship may be arranged, depending on the policies of cooperating universities. Interns are occasionally hired permanently by the Society or affiliated organizations.

Applicants should have advanced undergraduate status or be an MA or a PhD candidate in international affairs or a field related to Latin America. Proficiency in Portuguese or Spanish is required. There is no formal deadline for applications. For further information, contact:

Director, Latin American Affairs
Americas Society, Inc.
680 Park Avenue
New York, NY 10021
(212) 628-3200

Carnegie Endowment for International Peace

Washington, DC

The Carnegie Endowment is an operating foundation that conducts its own programs of research, discussion, publication and education in international affairs and U.S. foreign policy. Focusing on contemporary policy issues, the Endowment addresses topics such as arms control, economic development and regional issues. Projects are carried out by senior and resident associates and are directed to both general and professional audiences. The Endowment publishes the quarterly journal *Foreign Policy* and is associated with the Arms Control Association.

The Endowment has a professional staff of approximately 20. In the past year, seven persons were hired. However, there are no entry-level positions. Endowment scholars come from a wide variety of backgrounds, including government, journalism and public affairs. Most have worked overseas.

The Student Intern Program is designed to provide a substantive work experience for students who have a serious career interest in international affairs. It is open only to college seniors or persons who have completed their undergraduate degree within the past academic year. Internships last six months and pay a stipend of $875 a month. They usually involve work with the journal *Foreign Policy,* the Arms Control Association or some ongoing program at the Endowment. Each year, about 10 interns are selected in a highly competitive selection process. Applicants should have a substantial background in international politics or economics, must be nominated by their university and must complete a formal application procedure. The application deadline is January 15.

There are also limited opportunities throughout the year for volunteer interns. For information on the programs, write to:

Personnel Coordinator
Carnegie Endowment for International Peace
11 Dupont Circle, N.W.
Washington, DC 20036
(202) 797-6400

Center for Strategic & International Studies (CSIS)

Washington, DC

CSIS is a policy research institute affiliated with Georgetown University. Its activities include public seminars, round table meetings across the U.S. and publications and programs for scholars, the media and foreign leaders on a variety of international issues.

CSIS hosts 125 unpaid interns throughout the year. Interns do library research, help coordinate conferences and assist with administrative duties. Internships can be arranged on a part-time or full-time basis, and Georgetown University students may be granted work/study positions. The program occasionally leads to employment with CSIS.

Applicants must be undergraduate or graduate students with a background in international relations. No foreign languages or previous experience are required. There is no formal deadline for applications.

Applications must include a résumé, writing samples, transcripts and a cover letter and should be sent to:

CSIS Personnel Director
1800 K Street, N.W.
Suite 400
Washington, DC 20006
(202) 887-0200

Council on Economic Priorities (CEP)

New York, NY

CEP is a nonpartisan, nonprofit organization that makes impartial analyses of the vital issues facing the nation.

CEP provides policymakers and the media with information on energy issues, military spending, employment practices and the environment. Its employees publish studies, reports and newsletters; write op-ed articles for U.S. newspapers; testify before Congress; and participate in economic conferences. CEP has four or five interns at one time who work for a minimum period of three months. Most interns receive a weekly stipend of $100, depending on available funds. Internships run during the summer and academic semesters and often lead to positions on the professional staff. Interns work on various projects such as the Better-Buying Guide, a toxic-waste study or a study of the Strategic Defense Initiative. Other tasks involve data analysis, secretarial work and writing assignments.

Most interns work in the New York office. Undergraduate and graduate students may apply for the internship program throughout the year. Applicants should have good clerical, research and writing abilities. Prospective interns may send a résumé or call CEP to discuss their interests. Contact:

Administrative Director
Council on Economic Priorities
30 Irving Place
New York, NY 10003
(212) 420-1133

Meridian House International

Washington, DC

Meridian House is a nonprofit educational and cultural institution promoting international understanding. It holds conferences and seminars, makes cultural presentations for international visitors, diplomats and newcomers to the U.S. Meridian House sponsors programs for the Washington community and the international business and academic world through its Community Interaction Program. In addition to the diplomatic corps, foreign dignitaries and visitors, participants in Meridian House activities include students and corporate contributors.

Two to three unpaid interns are sought annually for the international visitors' information service and the public affairs program. The public affairs interns perform mainly clerical duties, while the international-visitors interns assist in the implementation of Meridian House programs.

Meridian House is interested in undergraduate students with an international background, language and writing abilities and a knowledge of word processing. Knowledge of a foreign language, preferably Spanish, is desirable. Former interns are occasionally hired to join the organization's 100-member permanent staff. There is no formal deadline to apply. Applicants should submit a résumé and a cover letter with their application and send it to:

Public Affairs Director
Meridian House International
1630 Crescent Place, N.W.
Washington, DC 20009
(202) 667-6800

Development Assistance

Note: In this section, we have included a few programs run by universities, usually limited to their students, because they provide very useful experience abroad. Students who do not attend one of the universities listed below might check to see if their school has a similar program.

Amigos de las Americas

Houston, Texas

Amigos de las Americas is a private, nonprofit organization that places young people in summer public health projects in Latin America. A nationwide network of more than 30 Amigos chapters trains and raises funds for the volunteers. Projects in Latin America are decided on by the Amigos field staff and the host countries.

More than 400 volunteers participate in the program each summer. Volunteers start by taking a course, which can be done through the mail, prepared by Amigos. The course includes conversational Spanish, Latin American culture and history and human relations training. Volunteers are sent to countries such as the Dominican Republic, Costa Rica, Ecuador, Mexico, Panama and Paraguay. They participate in projects involving dental hygiene, community sanitation, immunization, vision screening, animal health services and other projects as requested by host countries. Each volunteer is supervised by a route leader, who visits the community each week and monitors the health and safety of the participants.

Volunteers pay a substantial fee to participate in the program. The cost for Mexico is $1,750, for Central America and the Caribbean $1,900, and for South America $2,225. The fee covers round-trip air fare, accommodations and transportation within the host country, training materials and orientation. Programs start in mid-June and end in August.

Volunteers must be at least 16 years old or have completed their sophomore year in high school. There is no upper age limit. Volunteers should speak basic Spanish and have first-aid training. Potential volunteers should contact their local Amigos chapter or the international office in Houston for information.

Regional Director
Amigos de las Americas
5618 Star Lane
Houston, TX 77057
1-800-231-7796
In Texas: 1-800-392-4580

Merrill Field Program for Experiential Learning (MFP)

Santa Cruz, CA

MFP is a program run by the University of California at Santa Cruz (UCSC) for its students only. It acts as a resource center for information about internships in the U.S. and abroad and offers courses to prepare students for those positions. Although MFP will not arrange field study for students from other schools, it will make its information available to them.

MFP has 30-60 students enrolled in its program each quarter. All of the internships abroad are full-time. Interns are not paid, although students remain eligible for financial aid through UCSC. Students receive academic credit for one quarter, though internships may last longer. Interns' projects vary greatly; some involve community development, language-learning, health and anthropology. Interns often design their own programs, which are usually related to their major.

UCSC students undertake international field study during their junior or senior years after they have taken preparatory course work. Students should start planning their field study one year in advance and fill out an intent form one semester in advance. For more information, contact:

Merrill Field Program for Experiential Learning
Merrill College 7B
University of California at Santa Cruz
Santa Cruz, CA 95064
(408) 429-4054

Minnesota Studies in International Development (MSID)

Minneapolis, MN

MSID sponsors internship programs in Kenya, Senegal, Colombia, India and Jamaica. To participate, interns must be University of Minnesota students, students of other schools or those with a special interest or experience in international development. MSID's primary goal is to contribute to the training of potential development workers through practical experience and cultural exchange. Interns work on local development projects, participate in village-level planning, study communications patterns, promote housing projects and conduct lectures, demonstrations and literacy programs for primary and secondary schools.

The MSID program includes two predeparture courses, which must be taken through the University of Minnesota. The internship abroad runs for a period of 12 to 24 weeks beginning in January, followed by outreach activities on return to Minnesota. Thirty interns participate each year. Interns work full-time and pay University of Minnesota tuition and program fees, which begin at $1,500, to participate. Students may apply for financial aid through the University of Minnesota and receive college credit.

Interns may choose the country where they want to work. They must be fluent in Spanish for the Colombia internship and French for Senegal. Interns interested in Kenya or India will be given some training in Swahili or Hindi, respectively.

To participate, students must have completed a minimum of 90 quarter credits and have a cumulative GPA of at least 2.5. Other criteria include specialized skills, background knowledge of the country, recommendations, ability to work with others, maturity and cultural adaptability. The application deadline is June 1, but applications will be accepted if spaces are available through the first day of the fall quarter. To apply, contact:

Coordinator
Minnesota Studies in International Development
Office of Study Abroad
202 Wesbrook Hall
University of Minnesota
Minneapolis, MN 55455
(612) 625-9383 or (612) 625-3379

Health and Population

Population Institute

Washington, DC

The Population Institute is a nonprofit organization that assists institutions, the media, policymakers and the public in their understanding of global population issues. The Institute is developing an extensive communications network with the ultimate goal of recruiting 1 million Americans to speak out on population issues. To this end the Institute sponsors the Community Leaders Program with 32,000 volunteers, who support U.S. assistance for international family-planning programs. Institute staff also write articles and editorials, organize world population days on campuses across the U.S. and distribute media awards.

Fifteen to twenty interns serve on the Institute's staff every year for a period of six months. Internships run during the fall and spring and offer a weekly stipend of $160. Interns build and activate national networks of community leaders to promote Institute programs, serve as liaison with congressional staff and research possible projects. The majority of interns work on the Community Leaders Program, but a few are assigned to the public information and education division or to the public policy division. Two interns from abroad participate in the program each year. Interns stand a good chance of being hired by the Institute.

Undergraduate students may apply for an internship with the Institute throughout the year. Applicants should have good organizational skills, be articulate and write well. Interns are selected according to their academic standing and their ability to undertake and complete a project. Applications should include a cover letter and a résumé. For more information, contact:

Director, Community Leadership Program
Population Institute
110 Maryland Avenue, N.E.
Washington, DC 20002
(202) 544-3300

Zero Population Growth (ZPG)

Washington, DC

ZPG is a nonprofit membership organization concerned about the impact of population growth on society and the environment. The organization urges voluntary efforts to stabilize the U.S. population and lobbies to protect the environment and resources.

Interns may choose one of ZPG's three program areas: population education, which provides training and classroom materials for teachers; media and public relations, which increases public awareness of population issues through publications and print and broadcast ventures; and government relations, which works with Congress and the Administration to foster policy initiatives on population, domestic and international family planning and immigration policy reform. Full-time interns may divide their time between two of the three programs.

Interns cover congressional hearings, research and write for ZPG publications and help organize media and grass-roots activism campaigns. Full-time interns are preferred, but part-time internships can be arranged. Interns may work for a semester or summer.

ZPG accepts undergraduate and graduate students throughout the year. Students should have strong interests in population issues and are required to write a statement on why they want an internship with ZPG. They must also submit a résumé and three references and should send these to:

Internship Program
Zero Population Growth
1601 Connecticut Avenue, N.W.
Washington, DC 20009
(202) 332-2200

U.S. Government

Cooperative Education Programs (CO-OP)

CO-OP programs, which combine periods of study with periods of study-related employment in Federal agencies, expose students to career opportunities and orient them to various work environments. CO-OP provides students with money, which can help pay tuition. CO-OP positions are available for high-school students and candidates for associate, bachelor or graduate degrees.

Schools must have a continuing CO-OP program in order for their students to be eligible for assignments. The hiring agency and the academic institution sign a working agreement. The agency must pay the student a salary. It may also pay for tuition or pay expenses related to training or travel, but it is not obligated to do so.

When a Federal agency approaches a school with openings for CO-OP students, the school refers the appropriate candidates to the agency. The school provides the students' grades, description of majors, and other relevant academic information. Agencies then select the referred students according to criteria established by each agency.

High-school CO-OP students must work during school terms and may not work for more than 20 hours a week. They are hired at grade GS-1.

Associate-degree students must be enrolled full-time at their schools to participate in CO-OP. They are hired at grades GS-2 and GS-3 and may be promoted if their job performance is satisfactory. Some associate-degree students are employed for specified occupations, and may be given a career-conditional appointment on a noncompetitive basis at GS-4 level after completing their studies.

Bachelor-degree CO-OP students are hired at grades GS-2 through GS-5. Graduates may be appointed to professional, technical or administrative positions noncompetitively at grades GS-5 or GS-7.

The CO-OP program for graduate students is used by agencies as a recruiting ground to meet long-range staffing needs. The employing agency may convert graduate interns to career service positions after interns successfully complete the program. To be eligible, graduate students must be enrolled in a field of study related to the position to which they would be appointed, and they must meet all other qualification requirements, which vary from agency to agency. Appointments are made at grades GS-5 or GS-7, the entry-level for professional positions.

Students who are interested in the CO-OP program should consult the CO-OP office at their school, where they may receive lists of available CO-OPs and other relevant information.

Private firms also participate in CO-OP programs similar to the government ones. Programs are normally set up between firms and individual colleges. Interested students should contact their college or university career office. CO-OPs in the private sector normally last several terms, with the students alternating between the CO-OP and the classroom on a semester-by-semester basis.

The Presidential Management Intern Program

The Presidential Management Intern Program (PMI) provides Federal jobs to highly qualified recipients of graduate degrees. Interns should be committed to management and analysis of public policies and programs. The program emphasizes the career development of the interns through a variety of work assignments, seminars, discussion groups and other activities designed to expose them to a wide range of Federal management issues. Interns receive on-the-job training, which may include training courses; rotating assignments between headquarters, regional offices and field sites; and short-term assignments to other Federal agencies.

The U.S. Office of Personnel Management also offers the intern a career-development program, including an initial orientation, evening seminars, "cluster group" meetings held several times each year and led by high-level Federal managers and a three-day seminar at the end of the first and second years. The PMI program strongly emphasizes career development. After securing an internship, the intern designs an Individual Development Plan to identify his or her objectives and the opportunities available within the internship.

PMIs intern in all cabinet departments and with more than 30 Federal agencies. The majority of available internships are in domestic policy agencies, but there are some available in the departments of State and Defense and the International Trade Administration. Internships are available in both functional areas and general management. Although the majority of internships are in the Washington, DC, area, some positions are available in regional offices and in scientific and military installations around the country.

PMIs receive two-year appointments. In some cases a one-year extension may be granted. Regardless of prior Federal service or work experience, all PMIs start at grade GS-9. After the first year, they may advance to GS-11; after the second year, to GS-12.

After successfully completing the program, interns may convert to regular civil service positions on a noncompetitive basis within the agency where they interned. If interns wish to transfer to other agencies after the two-year internship, they must compete in the open job market, without the benefit of noncompetitive status.

To be eligible for the program, an intern must be a U.S. citizen and must have received or expect to receive a graduate degree during the current academic year. The course work of the degree should emphasize analysis and management of public policies and programs. Agencies are interested in receiving interns from a wide range of academic disciplines (economics, business, law, public policy, etc.), as long as they have demonstrated a commitment to public policy.

To apply, students must be nominated for the program by the dean or the chairperson of their degree program. Any degree program may nominate up to three candidates if, of course, the degree is related to public management. After being nominated, candidates undergo a preliminary review: they are evaluated by a committee of government officials on their potential for a career in public policy and program management and on their academic performance. Semifinalists are then invited to a regional screening, which includes completion of a writing sample and individual and group problem-solving exercises to test skills of oral communication, leadership, planning and organization, and decision making. After this stage, about 200 candidates are selected annually as interns.

All finalists must pass a basic background investigation. They then receive a Job Handbook, which lists all positions available in the given year at over 50 participating agencies. The book includes contact names and addresses. Interns set up interviews at the agencies for the positions of their choice. At the same time, PMI coordinators distribute profiles of the 200 interns to the agencies, who contact interns in whom they are interested. Although PMIs are not guaranteed a position, it is rare that a selected intern who actively seeks a position does not get placed with an agency.

More information on PMI and application materials may be obtained from:

Presidential Management Intern Program
U.S. Office of Personnel Management
1900 E Street, N.W.
Washington, DC 20415
(202) 632-0496

The Stay-in-School Program

The Stay-in-School Program provides Federal jobs for high-school and college students to whom employment might mean the difference between staying in school or dropping out. The part-time positions involve work of a routine nature and are usually limited to one year, although they may be extended for a second year. To qualify, a student must be enrolled at an accredited secondary school or college, must have and maintain an acceptable academic standing and must need the earnings to remain in school.

Appointees are recruited by Federal agencies through State Employment Service offices, school counselors and officials, and welfare agencies. Interested students should contact the student counseling office at their school for more information.

Summer Jobs at Federal Agencies

Summer jobs at grades GS-1 to GS-12 are available at Federal agencies throughout the U.S., with the majority of jobs available in large metropolitan areas. Positions require a range of levels of education and work experience, from a high-school diploma or six months work experience to a doctorate degree or three years of graduate work.

There are a considerable number of positions available, but due to the large volume of applications received, opportunities for employment at Federal agencies are limited. Regardless of agency or position desired, applicants file Standard Form 171 and Office of Personnel Management Form 1170/17 with the agency where they wish to work. OPM does not accept applications, nor does it maintain a file of applicants. Applications are normally filed with the individual agencies between March 15 and April 15, although deadlines for some agencies vary. Individual filing deadlines for participating agencies may be found in the annual announcement No. 414, "Summer Jobs for 19—."

Clerical and nonclerical jobs at grades GS-1 through GS-4 are available for high-school graduates and college students who have not yet earned a degree. Professional positions from grades GS-5 through GS-12 are available for college graduates and graduate students.

Agencies offering internationally related positions at grades GS-5 through GS-12 include the Agency for International Development (with positions in public health and agriculture), Department of Commerce (positions in international affairs), Department of Defense (international relations), International Trade Administration (international trade relations), Department of State (international-relations specialists, foreign-affairs analysts), U.S. Information Agency (international relations, area studies), and USIA's Voice of America (international relations).

Although no examinations are required, most agencies request college transcripts and some request writing samples. They also require background investigations for security clearance.

For a listing of participating agencies, positions available, special application requirements, and individual filing deadlines, write or call for Announcement No. 414. It is available from an OPM regional or area office or from a Federal Jobs Information Center (FJIC). The main OPM office address is:

U.S. Office of Personnel Management
1900 E Street, N.W.
Washington, DC 20415
(202) 632-4000

The Temporary Summer Aid Program

The Temporary Summer Aid Program provides Federal employment opportunities for youths who might not otherwise be employed. Appointees of this program undergo a training and coaching period to acquire or improve basic skills needed for the job, such as basic office or lab skills; to improve educational skills (speech, reading, vocabulary, arithmetic, etc.); and to develop an understanding of the working world.

To qualify, appointees must meet certain income requirements. They are certified eligible by local offices of the State Employment Service. Interested students should contact officials at their schools for more information.

United Nations/ International Organizations

Opportunities for internships at the UN are limited and require superior qualifications. The work is often interesting and substantive, but it is almost always unpaid. Agencies require that interns work full-time and pay their travel expenses to and from the site of work, whether in the U.S. or abroad.

Furthermore, most UN agencies require highly qualified interns, often with work experience in technical fields, developmental economics, agricultural economics, public or health administration, engineering or finance. Interns are expected to have graduate degrees. Because of the geographical

Drawing by Leo Cullum; © 1985
The New Yorker Magazine, Inc.

"Thanks for waiting for me, Jocko, but I still can't play. I've decided to go for a Ph.D."

quota system, there are few permanent jobs available to U.S. citizens, including former interns. [Some UN internships are listed in Chapter 10.]

For more information, write to: Graduate Student Intern Program, Room S-1037G, Department of Public Information. Some *ad hoc* internships for graduates and, occasionally, undergraduates may be arranged at the Secretariat. Write to: Recruitment Programmes Section, Room 2475. The address for both is:

United Nations
One UN Plaza
New York, NY 10017

Graduate Programs / 13

Introduction

Because more Americans are becoming interested in international careers, competition is growing and so are the qualifications for employment. People planning to go into international work should have relevant international backgrounds. Education—together with study or work abroad and internships in organizations that do international work—are the the best ways to establish your international credentials.

Many colleges now offer international-affairs majors, which may be interdisciplinary programs combining history, political science and languages. These majors are a good start for someone already committed to international work: they provide a general background in international studies and help in finding internships. But, if you are really interested in having a internationally related career, a graduate degree is almost essential. Most international firms and organizations require or at least encourage applicants to obtain a graduate degree. Some will not hire people without one.

Business, Law and Medicine

Many of the banks, financial institutions, consulting organizations and businesses surveyed for this book require or prefer a Masters in Business Administration (MBA) for employment. The MBA is a two-year graduate degree in accounting, finance, microeconomics, macroeconomics, statistics, computers, marketing, administration and management. It has become a very popular degree in the U.S., and admission to business schools, especially the "top ten," is highly competitive. While many people currently view the MBA as the ticket to the upper echelons of the business world, some analysts predict a glut in the market of MBA-holders, which could affect the degree's value.

Another popular graduate degree is the JD, or law degree. Law school is a three-year program in which graduate students are trained in the fundamentals of the U.S. legal system. Some law schools also offer international and comparative law courses. Getting into one of the top-ten law schools is extremely competitive—but their graduates are assured work, particularly in business-related law. Because of the rapid rise in the number of lawyers, the most prestigious firms generally hire only graduates in the top of their classes and from the best law schools. The law degree has traditionally been a passport to politics, government and business. While it is still useful in these fields, some people consider other degrees more relevant—such as the MBA for business and the MPA for government.

Many internationally oriented nonprofit, nongovernmental organizations provide health care abroad. These organizations hire doctors, nurses and health-care technicians (that is, laboratory technicians, X-ray technicians, and the like). This is a growing field, and technicians' degrees are generally not difficult to get. Getting into a nursing program, either at the undergraduate or graduate level, can be competitive for the top schools but nowhere near as difficult as getting into medical school. An RN degree takes one and a half to two years, depending on summer-school attendance or previous course work. Medical training requires a four-year graduate program, a one-year paid internship and then a residency, which can last from two to six years.

Standardized Tests, Application Procedures

For these three super-competitive fields, business, law and medicine, there are separate standardized tests. Most business schools require the GMATs; law schools insist on the LSATs; and medical schools want the MCATs. Other graduate schools require the GREs, for admission to doctoral and masters programs. Doing well on these tests is crucial.

Information about these tests can be obtained from your undergraduate-school career office or from the graduate school to which you intend to apply. Look into the tests early; you will want time to study, as the tests are only offered a few times a year and can be difficult. You might also consider preparing for the test by taking a practice course. The courses are expensive but, by most accounts, well worth it.

Carefully study the academic requirements of the program that interests you, and do so early. Many master's programs require or strongly encourage students to have taken certain math and economics courses. Some master's courses prefer students who have studied history or political science and/or a foreign language. Many students, including those who are not going directly from undergraduate to graduate school, take night classes to make up the requirements before applying to graduate school. It is easier (and cheaper) to take the courses while still an undergraduate. (Fewer than 50% of students going to graduate school go directly from college.)

Doctorates vs. Masters

Students with a scholarly bent may choose to enroll in PhD programs. There is no doubt that in many areas of international relations a doctoral degree is either extremely useful or required. Liberal arts doctorates in economics, area studies, modern history or political science are useful for international work. There are more people today with such doctorates than there are jobs, especially in teaching, with the possible exception of economics. While the situation may change as older professors retire, students pursuing liberal arts doctorates should be aware that their degrees may be hard to market. On the other hand, doctor (or even master) of engineering, life sciences or physics have not had trouble finding professional jobs.

Those anxious to get out into the working world—as well as avoid a lengthy doctoral dissertation—are often satisfied with a master's degree. Master's programs generally run one to two years with a bachelor degree as prerequisite. MA degrees are offered in most fields, including such internationally related fields as political science, area studies, modern history and languages. In addition, there are two specialized master's programs in international affairs: international relations (Master of International Affairs—MIA) and public policy (Master of Public Affairs or Public Administration—MPA, Master of Public Policy—MPP).

The MIAs and the MAs in international relations tend to take a social science approach to international relations, tend to pay close attention to area studies and are more useful as preparation for doctoral studies than MPAs. Many MA degree holders, however, go directly into the public and private sectors.

Graduate schools that offer public policy programs tend to consider themselves professional schools, the trainers of tomorrow's decisionmakers. Students therefore spend relatively less time studying history and relatively more time learning to create and analyze public programs and policies. MPA/MPP candidates attempt to bring economic, statistical, organizational and political analyses to bear on current issues; many programs require integrated exercises in policy review and creation. The MPA/MPP programs attempt to blend the academic rigor of an MA/MIA program with the practical disciplines of an MBA.

The general distinction between MA/MIA and MPA/MPP programs made above begins to blur once one examines the actual requirements and course offerings of many of the schools. The admissions officers of many MA programs would no doubt bridle at their schools being characterized as "less practical" than the public policy schools. A number of the international relations courses offered by the MPA/MPP programs could just as easily fit into the curricula of their "more academic" counterparts. Finally, certain MIA programs are viewed as "professional" degrees whereas some MPA programs are not very highly regarded in the marketplace. It is imperative to explore the reputation and placement records of prospective graduate programs before signing up.

Joint Degrees, Study Abroad

Below is a list of MIA and MA programs in international relations. It is followed by a list of MPA/MPP programs. We have tried to make the lists complete, and apologize in advance for any inadvertent omissions. Note that the lists do not include master's programs in political science, history or area studies, doctoral programs, international education programs or programs at universities abroad. These are simply too numerous to include.

Each entry gives the name, address, degree(s) offered, international concentrations, and joint-degree and/or study-abroad options. For further information, contact the schools directly or use one of the directories listed in the biliography.

Table 1: Comparisons of Five Graduate Schools of International Relations, 1985–1986

	Number of Applications	Student M.A. Enrollment	Faculty Full-Time	Faculty Part-Time
Columbia School of International Affairs	1,000	490	40	10
Fletcher School of Law and Diplomacy	1,085	240	22	16
Georgetown School of Foreign Service	780	180	40	25
School of Advanced International Studies	1,250	370	29	79
Woodrow Wilson School of Public and International Affairs	560	120	52	5

Taken from the article, "Graduate Education in International Affairs: A Discipline in Transition," *SAIS Review*, Summer-Fall 1986, by Roger S. Leeds.

For the purposes of this essay, a joint-degree program refers to studies leading to two separate degrees. The benefit of pursuing two degrees concurrently is that, at most schools, some courses will be credited to both degrees. Consequently the program can be completed in a shorter time. A joint law and area-studies degree, for example, takes four years. If pursued consecutively, the degrees would require five years. (Some schools offer dual-degree programs, wherein a student pursues two courses of study but receives one degree.) Joint degrees are popular because they allow a student to combine two interests. There is a risk, however, especially with professional degrees, that students will find the requirements for one degree so demanding that they cannot give adequate attention to the other.

Most master's programs encourage or require students to concentrate on one area. We have not indicated whether such specialization is required or optional, but we have included the areas of concentration that are offered. Some of the public policy programs listed have domestic concentrations, which we have not indicated. Public policy programs generally take two or three years. A master's in journalism, on the other hand, can usually be completed in a year.

Studying abroad not only increases language skills but provides an understanding of foreign cultures that is not attainable from simply reading and studying about them. Undergraduates interested in international affairs might consider spending a semester or junior year abroad. Many undergraduate institutions now allow students to count credits earned abroad toward their BA degree. Some also provide financial aid for foreign study. Programs for graduate students are less common, but, as the lists below attest, they do exist. Some schools sponsor foreign programs; others may allow their students to participate in outside programs, with arrangements made on a case by case basis.

Most colleges and graduate schools have information about study-abroad programs and can advise students in planning their travel. The Information Center at the Institute of International Education (IIE) can also assist students, scholars and teachers in finding opportunities to study or teach abroad. Information is generally not given out over the phone. The Information Center is located at 809 United Nations Plaza, New York, NY 10017, (212) 883-8470. The Center is open Tuesday through Thursday from 10 AM to 4 PM.

Language Training

Students seriously interested in learning a language might consider participating in an intensive summer program, either in the U.S. or abroad. Intensive training is the best way to learn a language, and training abroad in a setting where the language can be used is particularly advantageous. There are two respected summer language programs in the U.S. that deserve mention.

Middlebury College offers an MA in French, German, Italian, Russian or Spanish, which can be earned through a series of 12 courses to be taken over several summers. A Master of Modern Languages degree (MML) may be earned by taking an additional 12 courses beyond the MA degree and passing comprehensive written and oral examinations. Middlebury also offers nondegree language programs in Arabic, French, Chinese, German, Italian, Japanese, Russian and Spanish. These summer programs are roughly the equivalent of one year of undergraduate study in the language. The address is: Middlebury College, Middlebury, VT 05753, (802) 388-3711.

The Monterey Institute of International Studies offers programs in Arabic, Chinese, English, French, German, Japanese, Russian and Spanish. It also offers a tutorial program, Training for Service Abroad, which enables executives and representatives of American and foreign firms, journalists and students to acquire language proficiency and cross-cultural business skills. The address is: Admissions Office, Monterey Institute of International Studies, 425 Van Buren Street, Monterey, CA 93940, (408) 649-3113.

Most universities offer intensive summer programs. Students are encouraged to check with their school and study-abroad offices for information.

L.J.S.

MA/MIA Programs

American Graduate School of International Management (Thunderbird)
Glendale, AZ 85306
Degree: Master of Arts in International Management (MIM)
Joint Degrees: MIM/MBA, MIM/PhD
Study Abroad: China, England, Japan, Mexico and Spain

American University/School of International Service
4400 Massachusetts Avenue, N.W., Washington, DC 20016
Degrees: Master of Arts in European Integration, Master of Arts in International

Affairs, Master of Arts in International Communication, Master of Arts in International Development, Master of Arts in Developmental Management
Joint Degrees: MA/JD in International Law and Organization

Baylor University/Department of Political Science
Waco, TX 76798
Degrees: Master of Arts in International Relations, Master of International Management (MIM)

Boston University/Center for International Relations
152 Bay State Road, Boston, MA 02215
Degrees: Master of Arts in International Relations and Communications, Master of Arts in International Relations
International Concentrations: area studies (Africa, East Asia, Latin America, Middle East, the Soviet Union and Eastern Europe, Western Europe)

Brigham Young University/David M. Kennedy Center for International Studies
130 FOB, Provo, UT 84602
Degree: Master of Arts in International and Area Studies
International Concentrations: area studies (America, Asia, Europe, Latin America, Near East), international political economy, international relations
Joint Degrees: MA/JD, MA/MBA
Study Abroad: Austria, Canada, England, France, Israel, Japan, Mexico, South Korea, Spain, Taiwan and others

University of California—San Diego/Graduate School of International Relations and Pacific Studies
La Jolla, CA 92093
Degree: Master of Arts in Pacific International Relations
International Concentrations: area studies (one of the major Pacific rim countries), communications, diplomacy, international management, resource and technology policy and management, socioeconomic development
Note: First class to be admitted for fall, 1987

California State University—Sacramento/International Center
6000 J Street, Sacramento, CA 95819
Degree: Master of Arts in International Affairs
Study Abroad: contact for locations; programs change yearly

University of Chicago/Committee on International Relations
5828 S. University Avenue, Pick 518, Chicago, IL 60637
Degrees: Master of Arts in International Relations, Master of Arts in International Relations with Specialization
International Concentrations: area studies (Africa, Eastern European and Slavic studies, Western Europe), international political economy, security studies
Joint Degrees: MA/JD (being developed), MA/MA of African studies, MA/MA of Far Eastern studies, MA/MA of Latin American studies, MA/MA of Middle Eastern studies, MA/MA of Slavic and Eastern European studies, MA/MA of South Asian studies, MA/MA of Western European studies, MA/MBA

City College of the City University of New York/Department of Political Science
Convent Avenue at 138th Street, New York, NY 10031
Degree: Master of Arts in International Relations

Claremont Graduate School/International Relations Department
Claremont, CA 91711

Degree: Master of International Studies (MIS)
International Concentrations: defense policy, foreign policy, international management, international political economy
Joint Degrees: very flexible; MIS/MA, possibilities include MIS/MBA, MIS/PhD

Clark University/Department of International Development and Social Change
950 Main Street, Worcester, MA 01610
Degree: Master of Arts in International Development
International Concentrations: comparative ethnic relations, development theory, household economic behavior, international political economy, local organization and participation, resource management, rural development, women and development
Study Abroad: available through outside organizations

University of Connecticut/Department of International Studies
Box U-6A, Room 108, 438 Whitney Road Extension, Storrs, CT 06268
Degree: Master of Arts in International Studies
International Concentrations: Latin America, the Soviet Union and Eastern Europe, Western Europe
Joint Degree: MA/MBA

Columbia University/School of International and Public Affairs
420 West 118th Street, New York, NY 10027
Degree: Master of International Affairs (MIA)
International Concentrations: economic and political development, international business, international economics, international finance and banking, international law and organization, international media and communication, international political economy, international security policy, policy analysis, public administration, regional studies (Africa, East Asia, East Central Europe, Latin America and Iberia, Middle East, Southern Asia, the Soviet Union, Western Europe)
Joint Degrees: MIA/JD, MIA/Master of Public Administration, MIA/MBA, MIA/MPH, MIA/MS in Journalism, MIA/MS in Urban Planning, MIA/Regional Certificate
Study Abroad: France, Switzerland

Creighton University/Graduate School
Omaha, NE 68178
Degree: Master of Arts in International Relations

University of Denver/Graduate School of International Studies
Denver, CO 80208
Degree: Master of Arts in International Studies
International Concentrations: area studies (Africa, Latin America, East Asia, Middle East, the Soviet Union and Eastern Europe, Western Europe), development studies, global conflict, human rights, international economics, international technology analysis and management
Joint Degrees: MA/JD, MIM with the School of Business and Public Management (a dual degree)

University of Detroit
4001 W. McNichols Road, Detroit, MI 48221
Degree: Master of Arts in International Politics and Economics

Drew University/Office of Graduate and Theological Admissions
Madison, NJ 07940
Degree: Master of Arts in International Affairs

Fairleigh Dickinson University/Institute of Graduate International Studies
Teaneck, NJ 07666
Degree: Master of Arts in International Studies
International Concentrations: area studies (East Asia, Eastern Europe, Latin America, Middle East and the Soviet Union), history, international economics, international relations, political science

Florida International University, Tamiami Campus/Department of International Studies
Miami, FL 33199
Degree: Master of Arts in International Studies

Florida State University/College of Social Sciences
Tallahassee, FL 32306-1047
Degrees: Master of Arts in International Affairs, Master of Science in International Affairs
International Concentrations: area studies (first, second and third worlds), economic development, political development, social development
Joint Degrees: MA/JD, MS/JD

Georgetown University/Edmund A. Walsh School of Foreign Service
Bunn Intercultural Center, Washington, DC 20057
Degree: Master of Science in Foreign Service (MSFS)
International Concentrations: area studies (Africa, Asia, Eastern Europe, Latin America, Middle East, the Soviet Union, Western Europe), international business and diplomacy, international relations, security studies, U.S. foreign policy
Joint Degrees: MSFS/MA of Arab Studies, MSFS/MA of Economics, MSFS/MA of History, MSFS/MA of Russian Area Studies, MSFS/JD

George Washington University/School of Public and International Affairs
2035 H Street, N.W., Washington, DC 20052
Degrees: Master of Arts in International Affairs; Master of Arts in Science, Technology and Public Policy; Master of Arts in Security Policy Studies
International Concentrations: for the MA in International Affairs—area studies (Africa, China, Eastern Europe, Japan, Latin America, Middle East, South and Southeast Asia, the Soviet Union, Western Europe), comparative government and politics, international economics, internatonal politics, modern political theory, plus special fields; for the MA in Science, Technology and Public Policy—concentrations designed to fit the interests of the student; for the MA in Security Policy Studies—advanced quantitative analysis, international security policy, military history/history of strategic thought, science, technology and public policy, Soviet military policy and strategy
Joint Degree: MA/JD

Johns Hopkins University/School of Advanced International Studies (SAIS)
1740 Massachusetts Avenue, N.W., Washington, DC 20036
Degree: Master of Arts in International Relations
International Concentrations: area studies (Africa, American foreign policy, Asia, Canada, Europe, Latin America, Middle East, the Soviet Union), international economics, international relations, social change and development
Joint Degrees: MA/MBA, MA/Master of Health Science (MHS)
Study Abroad: Argentina, France, Italy, Japan, Jordan, Kenya, Mexico

University of Kentucky/Patterson School of Diplomacy and International Commerce
Lexington, KY 40506-0027
Degree: Master of Arts (interdisciplinary)

International Concentrations: international commerce, international and comparative politics, international economics, modern diplomatic history and others

University of Miami/Graduate School of International Studies
P.O. Box 248123, Coral Gables, FL 33124
Degree: Master of Arts in International Affairs
International Concentrations: area studies (China, East Asia, Inter-American Studies, Middle East, the Soviet Union), comparative development and the development process, international affairs, international business management, international economics, strategic studies and national security policy
Joint Degrees: MA/MBA, MA/MURP

Monterey Institute of International Studies
425 Van Buren Street, Monterey, CA 93940
Degrees: Master of Arts in International Business Administration, Master of International Public Administration (MIPA), Master of Arts in International Policy Studies
International Concentrations: area studies (Asia, Latin America, Near East, North America, the Soviet Union and Eastern Europe, Western Europe), comparative institutions and processes, diplomacy and world affairs, international economics
Joint Degrees: MA of International Policy Studies with a specialization in Translation, MA of Language and International Studies

Ohio University/Center for International Studies
Athens, OH 45701
Degree: Master of Arts in International Affairs (MAIA)
International Concentrations: area studies (Africa, Latin America, Southeast Asia), development studies, international administrative studies
Joint Degree: MAIA/MA in another field

Old Dominion University
Norfolk, VA 23508
Degree: Master of Arts in International Studies
International Concentrations: foreign policy, international resource management, national security policy and military studies
Study Abroad: the Soviet Union

University of Oregon—Eugene
Eugene, OR 97403
Degree: Master of Arts in International Studies
International Concentrations: area studies, agricultural extension and rural development, counseling, development management, education, environment and resource management, health services management, planning, public policy and management, research and evaluation
Study Abroad: Pacific region

University of Pennsylvania
Graduate Program in International Relations
346 Stiteler Hall/C2, Philadelphia, PA 19104
Degree: Master of Arts in International Relations
International Concentrations: comparative politics, diplomatic history, foreign policy and diplomacy, international business, international economics, international law and organization, international relations theory, regional studies (Africa, East Asia, Latin America, Middle East, South Asia, the Soviet Union, Western World), political and economic development
Joint Degree: MA(IR)/MBA

University of Pennsylvania
Joseph H. Lauder Institute of Management and International Studies
3620 Locust Walk, Suite 3100, Philadelphia, PA 19104
International Concentrations: regional specialization (East Asia, Eastern Europe, Latin America, South Asia, United States, Western Europe)
Joint Degree: MA(IS)/MBA with the Wharton School

Saint Mary's University of San Antonio/Department of International Relations
One Camino Santa Maria, San Antonio, TX 78284
Degree: Master of Arts in International Relations
International Concentrations: economics, cultural, inter-American and European studies

University of San Diego/Department of Political Science
Alcalá Park, San Diego, CA 92110
Degree: Master of Arts in International Relations
Study Abroad: Europe, Mexico

San Francisco State University/International Relations Program
1600 Holloway Avenue, San Francisco, CA 94132
Degree: Master of Arts in International Relations
Study Abroad: available through California State University system

School for International Training
Experiment in International Living, Kipling Road, Brattleboro, VT 05301
Degree: Master of Arts in Intercultural Management; Master of Arts in Teaching English, French or Spanish
International Concentrations: (for MA only) advising and training, international human services
Study Abroad: (for both programs) required internship abroad anywhere in the world

University of South Carolina/Department of Government and International Studies
Columbia, SC 29208
Degree: Master of Arts in International Studies; Master of Arts in International Studies, and Master of International Business Studies (MIBS) through the College of Business Administration (dual degree)
International Concentrations: for Master of Arts in International Studies—area studies (Africa, East Asia, Eastern Europe, Latin America, Middle East, South Asia, Southeast Asia, Western Europe), comparative politics, foreign policy analysis, international relations theory and practice; for dual degree—comparative politics/area studies (Africa, East Asia, Eastern Europe, Latin America, Middle East, South Asia, Southeast Asia, the Soviet Union, Western Europe), foreign policy analysis, international relations theory and practice
Joint Degree: MA/JD
Study Abroad: England, Ireland, Somalia, West Germany

University of Southern California/School of International Relations
University Park, Los Angeles, CA 90089-0043
Degree: Master of Arts in International Relations
International Concentrations: defense and strategic studies, foreign policy studies—U.S. foreign policy, international political economy, international politics and diplomacy, regional and subsystems concentrations (East Asia, Latin America, Middle East/North Africa, the Soviet Union and the Communist World)
Joint Degrees: MS in International Public Administration with the School of Public Administration

Syracuse University/Maxwell School of Citizenship and Public Affairs
Syracuse, NY 13210
Degree: Master of Arts in International Relations
International Concentrations: area studies (East Africa, Eastern Europe, Latin America, South Asia, the Soviet Union, Western Europe), diplomacy, foreign policy, international communications, international finance, international law, international organization, international politics, international trade, war conflict management

Tufts University/Fletcher School of Law and Diplomacy
Medford, MA 02155
Degree: Master of Arts in Law and Diplomacy (MALD)
International Concentrations: civilization and foreign affairs, comparative and developmental political analysis, developmental economics, diplomatic history and foreign policies (Asia, Communist Areas, Europe, U.S., Western Hemisphere), food and agriculture, law and social change, international business relations, international energy and resources, international finance, international law, international nutrition, international organization, international security studies, international trade and commercial policies, private international law, public international information and communication, political systems and theories
Joint Degree: MALD/JD
Study Abroad: Switzerland and other locations decided yearly

Tulane University/Department of Political Science
New Orleans, LA 70118
Degree: Master of Arts in International Relations
International Concentrations: concentrations are available through Schools of Business, Law and Tropical Medicine and the departments of economics, history, Latin American studies, philosophy and sociology
Joint Degrees: MA/DPH in Tropical Medicine, MA/JD, MA/MBA
Study Abroad: Latin America (summer)

University of Virginia/Woodrow Wilson Department of Government and Foreign Affairs
Charlottesville, VA 22901
Degree: Master of Arts in Foreign Affairs, Master of Arts in Teaching Foreign Affairs (MAT)
International Concentrations: area studies (Asia, Latin America, Russia and Eastern Europe), comparative government, international relations
Joint Degree: MA/JD

University of Washington/Henry M. Jackson School of International Studies
406 Thomson Hall, DR-05, Seattle, WA 98195
Degree: Master of Arts in International Studies
International Concentrations: area studies (China, Japan, Korea, Middle East, Russia and Eastern Europe, South Asia), business, forestry, law, marine studies, public affairs, plus topical concentrations
Joint Degrees: MA/JD, MA/MA or MS in Forestry, MA/MA in Marine Studies, MA/MPA, MA/MBA, MA/MPH
Study Abroad: China, Europe, Japan, Mexico, and others

University of Wyoming/International Studies Program—Department of Political Science
Box 3197 University Station, Laramie, WY 82071
Degree: Master of Arts in International Studies

International Concentrations: (starting fall, 1987) area studies (Asia, Africa, Latin America, Middle East, the Soviet Union and Eastern Europe, Western Europe), international business and economics, international relations,

Yale University/Graduate Program in International Relations
Box 13A Yale Station, New Haven, CT 06520
Degree: Master of Arts in International Relations
International Concentrations: area studies (Africa, East Asia, Latin America, Russia and Eastern Europe, Southeast Asia, Western Europe), economics, history, law, management, political science
Joint Degrees: MA/JD, MA/MPPM

Public Policy Programs

American University/School of Government and Public Administration
Washington, DC 20016
Degree: Master of Public Administration (MPA)
International Concentrations: international administration, policy analysis
Joint Degree: MPA/BA

Harvard University/John F. Kennedy School of Government
Cambridge, MA 02138
Degree: Master of Public Policy (MPP)
International Concentrations: international affairs and security, international development
Joint Degrees: MPP/DMD, MPP/MBA, MPP/JD, MPP/MD

Indiana University of Pennsylvania/Department of Political Science
Indiana, PA 15705
Degree: Master of Public Affairs (MPA)
International Concentrations: international affairs

University of Miami/Department of Politics and Public Affairs
P.O. Box 248125, Coral Gables, FL 33124
Degree: Master of Public Administration (MPA)
International Concentrations: area studies (China, Latin America, Middle East, the Soviet Union), international affairs, individually tailored concentrations
Joint Degree: MPA/MBA

University of Michigan/Institute of Public Policy Studies
Ann Arbor, MI 48109
Degree: Master of Public Policy with an International Concentration (MPP)
International Concentrations: area studies (Asia, Near East, Russia and Eastern Europe), defense, international health, international security, international trade, plus others through the various departments and schools within the University
Joint Degrees: MPP/JD, MPP/MA of Applied Economics, MPP/MA of Asian Studies, MPP/MA of Modern Near Eastern and North African Studies, MPP/MA of Near Eastern Studies, MPP/MA of Political Science, MPP/MA of Russian and Eastern European Studies, MPP/MBA, plus other joint degrees with other departments and schools within the university

University of Minnesota/Hubert H. Humphrey Institute of Public Affairs
909 Social Sciences Tower, 267 19th Avenue South, Minneapolis, MN 55455
Degree: Master of Arts in Public Affairs (MA)
International Concentrations: foreign policy and international affairs
Joint Degree: MA/JD

New York University/Graduate School of Public Administration
738 Tisch Hall, New York, NY 10003
Degree: Master of Public Administration (MPA)
International Concentrations: comparative and developmental administration, international administration
Joint Degrees: MPA/JD, MPA/MSW

University of Pennsylvania
Fels Center of Government and Department of Political Science
39th and Walnut Streets, Philadelphia, PA 19104-6197
Joint Degree: (only degree offered) Master of Government Administration/MA of International Relations (MGA/MA)

University of Pittsburgh/Graduate School of Public and International Affairs
Pittsburgh, PA 15260
Degrees: Master of Public Administration (MPA), Master of Public and International Affairs (MPIA), Master of Urban Regional Planning (MURP)
International Concentrations: economic and social development, international affairs
Joint Degrees: MPIA/JD, MPIA/MSW
Study Abroad: Brazil, the Netherlands

Princeton University/Woodrow Wilson School of Public and International Affairs
Princeton, NJ 08544
Degree: Master of Public Affairs (MPA)
International Concentrations: development studies, international relations
Joint Degrees: MPA/JD, MPA/MBA

University of Southern California/School of Public Administration
Von KleinSmid Center 230, Los Angeles, CA 90089-0041
Degree: Master of Public Administration (MPA)
International Concentrations: international financial management
Joint Degrees: MPA/Master of Jewish Communal Service, MPA/JD, MPA/MS in Gerontology, MPA/MSW, MPA/MURP, Master of Science in International Public Administration (MSIPA) with School of International Relations

Syracuse University/Maxwell School of Citizenship and Public Affairs
Syracuse, NY 13210
Degree: Master of Public Administration (MPA)
International Concentrations: development administration
Joint Degrees: MPA/JD, MPA/MBA, MPA/MS in Environmental Studies, MPA/MSW

University of Texas at Austin/Lyndon B. Johnson School of Public Affairs
Drawer Y, University Station, Austin, TX 78713-7450
Degree: Master of Public Affairs (MPA)
International Concentrations: students may choose their own combination of international electives and research
Joint Degrees: MPA/JD, MPA/MA of Latin American Studies, MPA/MA of Middle Eastern Studies (tentative), MPA/MBA, MPA/MS in Engineering

Glossary of abbreviations

BA	Bachelor of Arts
BAS	Bachelor of Agricultural Science
BS	Bachelor of Science
BSFS	Bachelor of Science in Foreign Service
DPH	Doctor of Public Health
DMD	Doctor of Medical Dentistry
GMAT	Graduate Management Admissions Test
GRE	Graduate Record Examination
IA	International Affairs
IR	International Relations
IS	International Studies
JD	Juris Doctor
LSAT	Law School Admissions Test
MA	Master of Arts
MAIA	Master of Arts in International Affairs
MALD	Master of Arts in Law and Diplomacy
MAT	Master of Arts in Teaching
MBA	Master of Business Administration
MCAT	Medical College Admissions Test
MD	Doctor of Medicine
MDV	Doctor of Veterinary Medicine
ME	Mechanical Engineer
MF	Master of Forestry
MIA	Master of International Affairs
MIBS	Master of International Business Studies
MIPA	Master of International Public Administration
MIM	Master of International Management
MHS	Master of Health Sciences
MPA	Master of Public Administration
MPA	Master of Public Affairs
MPH	Master of Public Health
MPIA	Master of Public and International Affairs
MPP	Master of Public Policy
MPPM	Master of Public and Private Management
MPS	Master of Professional Studies
MS	Master of Science
MSFS	Master of Science in Foreign Service
MSIPA	Master of Science in International Public Administration
MSJ	Master of Science in Journalism
MSW	Master of Social Work
MUP	Master of Urban Planning
MURP	Master of Urban Regional Planning
PhD	Doctor of Philosophy
RN	Registered Nurse
URP	Urban Regional Planning

Annotated Bibliography / 14

Introduction

Many good career-related books are on the market. This bibliography reviews the most interesting and helpful ones.

Prices and number of pages are given for all books except expensive research directories, which are available at most libraries. Please remember that directories are primarily helpful for answering specific questions ("In what countries does Bank X have subsidiaries?"); do not try to use them for general job-search material.

The books of major publishers are available in most bookstores, although publishers will sell their books directly to the public. When ordering a book, remember that publishers usually require prepayment. Where applicable, postal charges are included. Since book prices and postal rates are subject to change, it is a good idea to check with the publisher before ordering.

The addresses of smaller presses, whose books are not usually available in bookstores, have been included. For a complete list of publishers' addresses, check *Books in Print* at your local library.

Consult a few books before you set out on your job hunt. The books in this bibliography give different, often contradictory, advice and attest to the fact that there is more than one way to go about finding a job. Look over the books; decide which pieces of advice are best for you.

Finally, keep in mind that books are not always the answer to your career problems. Books can certainly help get you started, but they can only go so far. Never underestimate the usefulness of talking to people in the field and of interning for an organization in which you might like to work, even if you decide later it is not right for you.

L.J.S.

General Career Books

Alternative Careers for Political Scientists, Robert J-P. Hauck and James P. McGregor, eds. 1984. American Political Science Association, 1527 New Hampshire Avenue, N.W., Washington, DC 20036. 102pp., $10.00 (paper) for nonmembers.

This well-written book identifies nonacademic career alternatives for political scientists and describes some ways of pursuing those alternatives. The book's usefulness goes beyond political science, however. Anyone interested in the fields it discusses—Federal, state and local government, research and consulting, nonprofit work and corporate public affairs—would benefit from its honest appraisals of what employment in these fields entails and how to find jobs.

The American Almanac of Jobs and Salaries, by John W. Wright. 1984. New York, Avon Books. 824pp., $9.95 (paper).

This book discuss pay scales for a wide array of professions, including business, government, health, banking, journalism and law. For each of the hundreds of jobs listed, additional data is given on qualifications, competition, number of people employed and salary history.

Americans Abroad: A Handbook for Living and Working Overseas, by John and Phyllis Kepler and Orville and Margaret Gaither. 1984. New York, Praeger Publishers. 570pp., $14.95 (paper).

Written by people with first-hand experience, this book provides specific and practical information on how to get used to a new culture, how to move (with children), what to take with you and the like. The last chapter discusses living abroad in Brussels, Hong Kong, London, Manila, Milan, Paris, Rome and Tokyo. Although aimed at business people on overseas assignments, the advice provided would be suitable for anyone planning to live abroad.

The Berkeley Guide to Employment for New College Graduates, by James I. Briggs. 1984. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. 188pp., $7.95 (paper) plus 75¢ postage.

This book does not discuss specific fields, but it offers excellent advice on job-hunting techniques, such as self-assessment, goal-setting, "finding out about the world of work" and evaluating a job offer. Most of its advice is applicable to recent college graduates.

Career Opportunities News. Garrett Park Press, Garrett Park, MD 20896. $25.00/year prepaid (six issues).

This newsletter contains interesting articles on opportunities in a variety of fields, plus book reviews, job hints and information aimed at women and minorities. While we cannot guarantee that every issue will have something for the internationally oriented job seeker, the issues we reviewed included many useful hints.

Career World. General Learning Corporation, 3500 Western Avenue, Highland Park, IL 60035. $4.95/year (nine issues).

Published monthly between September and May, the periodical addresses the job-hunting and career concerns of high-school students. For its targeted audience, it is worthwhile, with articles on topics such as unusual career fields, the art of interviewing, and part-time jobs while still in school.

Careers and the Study of Political Science: A Guide for Undergraduates, 4th ed., Mary H. Curzan, ed. 1985. American Political Science Association, 1527 New Hampshire Avenue, N.W., Washington, DC 20036. 35pp., $2.00 (pamphlet).

Easy reading for the undergraduate who is thinking about or is already majoring in political science, the pamphlet discusses different fields for which "poly-sci" is useful and gives a brief idea of the sort of competition and application processes that can be expected.

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BOOK
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Careers in International Affairs, Gerard F. Sheehan, ed. 1986. School of Foreign Service, Georgetown University, Washington, DC 20057. 286pp., $11.00 (paper).

One of the most knowledgeable sources of information on internationally related careers, the book covers the usual topics with unusual savvy. There are chapters on careers in U.S. Government, commercial banking, consulting, trade and professional associations, research organizations and nonprofit organizations.

The Damn Good Résumé Guide, by Yana Parker. 1983. Ten Speed Press, P.O. Box 1723, Berkeley, CA 94707. 46pp., $4.95 (paper) plus 75¢ postage.

Outlines the author's personal résumé style, which is different from (and, the author argues, more effective than) the "traditional" résumé. Parker's ideas are worth considering, especially by those résumé writers who feel that they do not have enough work experience to justify the traditional résumé.

The Directory of Directories, 3rd ed. 1985. Detroit, MI, Gale Research Co.

Helpful research book, published every two years, gives pertinent information on 7,820 other research directories.

Directory of Financial Aid for International Activities. 1985. Available from the Office of International Programs, University of Minnesota, 201 Nolte Center West, Minneapolis, MN 55455. 330pp., $22.00 prepaid (paper).

Biannual directory listing sources providing grants to graduate students and faculty for study, research, teaching, attending meetings and study tours abroad. Some information is provided on opportunities for undergraduates.

Encyclopedia of Associations 1985, 19th ed., Denise S. Akey, ed. 1985. Detroit, MI, Gale Research Co.

An annual, fairly comprehensive listing of a variety of organizations, including "public affairs" and "foreign interest." Cross-indexes alphabetically.

Evaluating An Overseas Job Opportunity, by John Williams. 1984., Pilot Books, 103 Cooper Street, Babylon, NY 11702. 39 pp. $3.50 (paper).

For those of you who have found an overseas job, this book alerts you to the potential problems in living arrangements, salaries and benefits and, most interestingly, how your posting abroad could affect your standing within your company.

The Foundation Directory, 10th ed. 1985. New York, The Foundation Center.

The definitive book on private, nonprofit, grant-making foundations in the U.S. is published every other year. It lists foundations by state, alphabetically and, most important, by field of interest. Good for researching possible employers.

The Harvard Guide to Careers, by Martha P. Leape. 1983. Cambridge, MA, Harvard University Press. 240pp., $6.95 (paper).

A general career guide that is only moderately skewed toward Harvard students, this book has sections on the fundamentals of choosing a career, job-hunting, résumés and interviewing, plus indexes listing bibliographical references, general employment directories and specific career fields.

High Impact Résumés and Letters, by Ronald L. Krannich and William J. Banis. 1982. Impact Publications, Careers Department, 10655 Big Oak Circle, Manassas, VA 22111. 146pp., $8.95 (paper).

Advocates a species of résumé that combines the chronological and functional styles. The book is for those who want to spend a few days assessing their skills and goals before writing a résumé. The self-assessment exercises are generally helpful in producing a final product.

How to Write Better Résumés, 2nd ed., by Adele Lewis. 1983. Woodbury, NY, Barron's Educational Series. 298pp., $6.95 (paper).

Gives solid information on writing a traditional résumé, including "do's" and "don't's" and many samples.

International Employment Hotline, P.O. Box 6170, McLean, VA 22106. $26.00/year (12 issues).

A monthly newsletter that lists overseas openings in a variety of fields, including nonprofit, business and government. It also contains articles featuring particular overseas possibilities.

International Jobs: Where They Are, How to Get Them, by Eric Kocher. 1984. Reading, MA, Addison-Wesley Publishing Co. 337pp., $8.95 (paper).

A general book that looks at numerous fields: government, nonprofit organizations, business, banking, media, teaching and law. Although more information on the organizations listed would have been useful, Kocher is an informed writer whose advice is useful.

The Job Sharing Handbook, by Barney Olmsted and Suzanne Smith. 1983. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. 199pp., $7.95 (paper) plus 75¢ postage.

Outlines the growing career phenomenon of two people sharing one professional job. The authors discuss why this alternative is useful to some people, how to set up a job share, how to present the idea to employers and what to expect from a shared-job situation.

The National Job Bank: A Comprehensive Guide to Major Employers in the United States, 2nd ed. 1985. Boston, Bob Adams, Inc. 1,274pp., $129.95 (hardcover) plus $1.75 handling.

Lists companies in a variety of businesses in all 50 states. Provides addresses, contact names and brief description of company. Cross-indexes by field. Despite the title, the listing is not comprehensive; companies are seemingly chosen at random.

Occupational Outlook Handbook, 1984-85 ed. 1984. Washington, DC, U.S. Department of Labor, Bureau of Labor Statistics, 1984. 393pp., $8.00 (paper).

While this standard book does not specifically discuss international jobs, it lists and describes about 200 occupations that reportedly account for over half the current jobs in the U.S. Its beginning essays provide data on job availability, outlook and growth, salaries and industries.

The Official 1982-83 Guide to Travel Agent and Travel Careers, by Alexander C. Morton. 1982. ARCO Publishers, Inc., 215 Park Avenue South, New York, NY 10003. 120pp., $7.95 (paper).

There are many jobs, such as working for a travel agency, shipping line, airline, rental-car agency or bus company, that require little or no graduate education and provide opportunities to travel or even live abroad. This book discusses the many opportunities in travel-related jobs and is a good introduction for someone interested in the field.

The Overseas List: Opportunities for Living and Working in Developing Countries, by David M. Beckmann and Elizabeth Anne Donnelly. 1979. Augsburg Publishing House, Minneapolis, MN 55415. 192pp., $5.50 (paper).

The advice in this seven-year-old book is still on the mark and sensible. The book covers work in private development agencies, international organizations, U.S. government, business, journalism, teaching and church missions. A classic in the field.

The Prentice-Hall Global Employment Guide: Information and Action Plans That Will Give You the Edge, 1985 ed., by James Powell. 1985. Englewood Cliffs, NJ, Prentice-Hall, Inc. 216pp., $8.95 (paper).

A beginning job hunter's manual, this book includes sections on choosing the right career, teaching abroad, education abroad and private agencies and programs that place Americans abroad.

Standard Periodical Directory, 9th ed. 1985. New York, Oxbridge Communications, Inc.

For those who do not know where to begin, this reference lists the basic periodicals in a number of fields, including international affairs, banking and finance, journalism and international trade.

Sweaty Palms: The Neglected Art of Being Interviewed, by H. Anthony Medley. 1984. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. 190pp., $7.95 (paper) plus 75¢ postage.

For those truly panicked at the prospect of an interview, the myriad interviewing strategies in this book will prove soothing.

The Three Boxes of Life And How to Get Out of Them, by Richard N. Bolles. 1981. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. 466pp., $9.95 (paper) plus 75¢ postage.

This book discusses "life/work planning," a method of thinking about achieving a life-style balanced between work, play and learning. Written by one of the recognized experts in career and life planning, it is amusing to read but not easy to skim. Reading it, as the author intended, takes effort and reflection.

Upward Mobility, by the staff of CATALYST. 1981. New York, Holt, Reinhart & Winston. 312pp., $3.95 (paper).
Written by the staff of a New York career-counseling service for women, this chatty book discusses general job-related topics, such as assessing skills and interests, getting ahead, salary negotiations, mentors and networking. Especially worthwhile for people interested in business and banking.

What Color Is Your Parachute? A Practical Manual for Job-Hunters & Career-Changers, by Richard N. Bolles, 1985. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. 374pp., $8.95 (paper) plus 75¢ postage.
One of the first to propose "alternative" job-hunting ideas, (i.e., not sending out 200 résumés or consulting the want ads as your first and only job-hunting strategy), Bolles' book, originally published in 1970, is a classic. With its annual editions, it also remains an innovator in the career-guidance field. It is a must for every job-hunter to be read at the beginning of the job hunt.

When Can You Start? The Complete Job Search Guide for Women of All Ages, by the staff of CATALYST. 1981. New York, Macmillan Publishers, Inc. 148pp., $9.95 (paper).
This book covers some useful job-hunting topics: creating your own job, networking, pounding the pavement, want ads, interviewing and, most interestingly, how employers are required by law to treat women. An appendix lists career-resource centers around the nation, including many devoted to women.

Where to Start: An Annotated Career Planning Bibliography, 1985-87, 5th ed., Madeline T. Rockcastle, ed. 1985. Peterson's Guides, Inc., 166 Bunn Drive, P.O. Box 2123, Princeton, NJ 08540.
Provides remarkably complete bibliographical information for a variety of fields, including business, communications, international affairs, health and medicine, journalism, overseas employment.

Who's Hiring Who?, by Richard Lathrop. 1977. Ten Speed Press, Box 7123, Berkeley, CA 94707. 263pp., $7.95 (paper) plus 75¢ postage.
This book has a misleading title: instead of concentrating on which jobs are more available than others (some information on the subject is given in an appendix), it discusses "alternative" job-hunting methods and processes. Its sections have something to say to everyone, including exmilitary people, people reentering the job market and older job seekers, but it is especially worth reading for those just beginning to look for a job.

Work, Study, Travel Abroad: The Whole World Handbook, 1986-87, by Marjorie Adoff Cohen for the Council on International Educational Exchange. 1985. New York, St. Martin's Press. 362pp., $7.95 (paper).
Recommended for those thinking about going abroad and trying to decide whether to travel, study or find work. Once you have made a decision, there are other books with more information, but this is a good start. For each country or area of the world it offers useful information on academic programs, travel books, visas, currency, hotels and other accommodations, plus a host of worthwhile tidbits to ease travel. There are useful comments in the introduction about long-term employment possibilities.

International Business

Careers in Business, by Lila B. Stair and Dorothy Domkowski, 1986. Chicago, National Textbook Company. 164 pp., $14.95 (paper).

Very generally discusses the fields of finance, marketing, insurance, real estate, consulting, management, accounting and data processing. Good for those who haven't decided what business career they are interested in, or for those who want an overview of the field.

Directory of American Firms Operating in Foreign Countries, 10th ed., 3 vols. 1984. New York, World Trade Academy Press.

Lists more than 3,000 U.S. corporations and their 21,000-odd subsidiaries operating abroad. The first volume lists the firms alphabetically and includes relevant management names, products and services, number of employees. The second and third volumes list firms by country; they include names and addresses of subsidiaries, principal products and services.

Directory of United States Importers, 1986-87 ed. The Journal of Commerce, 445 Marshall Street, Phillipsburg, NJ 08865.

The export/import business is perfect for those who like to deal with foreign cultures. This directory, although oriented toward professionals and not job seekers, gives an idea of the field. It lists companies engaged in importing to the U.S., commodities handled, customs/import regulations, world ports and other relevant information.

Everybody's Business, An Almanac: The Irreverent Guide to Corporate America, Milton Moskowitz, Michael Katz and Robert Levering, eds. 1980. San Francisco, Harper & Row. 915pp., $16.95 (paper).

Although outdated (it calls Beatrice Foods the "best-disguised conglomerate" in the U.S. and talks about John DeLorean for almost two pages without mentioning cocaine), this book is amusing to read and would be helpful in the all-important process of researching a company before attempting to secure employment there. In a style alien to standard business-directory speak, the book provides information on what the companies do, their reputation, history (blunders and all), management, stock performance and consumer brands.

Exporters Directory/U.S. Buying Guide 1985/86. The Journal of Commerce, 445 Marshall Street, Phillipsburg, NJ 08865.

Contains information on over 35,000 exporters. Cross-listed alphabetically, by product, state and brand name. Includes markets served by exporters, port of exit each uses, annual sales volume, address.

Global Guide to International Business, David S. Hoopes, ed. 1983. Facts on File Publications, 460 Park Avenue South, New York, NY 10016.

A general reference book on international business, which, although confusing to use, contains valuable information on management research and consulting firms, marketing, advertising and public relations, transportation and shipping, exporting, importing, managament recruitment and training, travel, relocation and language training. Also listed are useful periodicals and publications.

How to Find Information about Companies: The Corporate Intelligence Source Book. 1983. Washington Researchers, Ltd., 918 16th Street, N.W., Washington, DC 20006.

This book reviews the many sources of information about companies—local, state and Federal government offices, industry, libraries, data bases, investigative services and the courts. While it is aimed at those interested in researching a competitor, it would be useful for someone researching a potential employer, even one not in the field of business.

Inside Management Training: The Career Guide to Training Programs for College Graduates, by Marian L. Salzman with Diedre A. Sullivan. 1985. New York, New American Library. 383pp., $8.95 (paper).
Lists some, not all, companies that offer training programs in the fields of accounting, advertising, commercial banking, communications, computers and high technology, consumer products, hospitality (the restaurant and hotel business), insurance, investment banking, management consulting, public service and retailing.

International Business Travel and Relocation Directory, 4th ed. 1985. Detroit, MI, Gale Research Co.
Includes up-to-date information for organizations doing business abroad. The directory is divided into two parts. The first part provides background information for personnel officers and employees, for example, guidelines for choosing employees for overseas assignment, tips on moving, legal information. The second part gives detailed information on virtually every country in the world. This includes customs regulations, currency restrictions, leisure activities, background information and health and medical tips. Helpful for anyone preparing to move abroad.

International Expertise in American Business: How to Learn to Play with the Kids on the Street, by Stephen J. Kobrin. 1984. 59pp. Available free from the Institute of International Education, 809 United Nations Plaza, New York, NY 10017.
This pamphlet contains the results of a survey conducted by the author, a professor at the Graduate School of Business of New York University, of 233 managers with international responsibilities in 126 "*Fortune* 500" companies. The survey queried managers on the amount of international education, experience and savvy they considered necessary to conduct international business. The results are useful reading for anyone interested in working in an international business.

Major Companies of Europe, R.M. Whiteside, ed. 1985. London, Graham and Trotman Ltd.
Volume I of this annual publication lists 5,000 companies in the European Economic Community (EEC) countries, with basic information on management, finances, subsidiaries and activities. Volume II lists 1,500 companies outside of the EEC. Other volumes published by this press cover companies in Africa, the Far East, Middle East and Latin America.

Moody's International Manual, 1985. New York, Moody's Investors Service, Inc.
This annual directory gives pertinent fiscal and geographical information on foreign countries and profiles their major companies.

Overseas Employment Opportunities. P.O. Box 460, Town of Mount Royal, Quebec, Canada H3P 3C7. $80/year (24 issues), shorter subscriptions available.
This newsletter lists business-related positions abroad. Most positions listed are for people with considerable experience.

Principal International Businesses 1985: The World Marketing Directory, 1984. New York, Dun and Bradstreet International, Ltd.
This is a selective annual directory of firms chosen on the basis of size, national prominence, and international business. Information listed includes sales volume, number of employees, management, import/export ratios and business activities. Firms are listed alphabetically, geographically and by product classification.

Standard & Poor's Register of Corporations, Directors and Executives, 3 vols. 1985. New York, Standard & Poor's.

This annual directory gives basic information on 45,000 U.S. corporations. Volume I is an alphabetical listing, which includes officers and directors, primary bank and law firm, stock information, annual sales, number of employees, subsidiaries and a products/services description. Volume II lists management names alphabetically, and Volume III includes a cross-listing of Standard Industrial Classification Codes, a geographical index and a series of corporate "family trees" showing subsidiary relationships.

International Consulting

Consultants and Consulting Organizations Directory, 6th ed., Janice McLean, ed. 1984. Detroit, MI, Gale Research Company.

This directory lists 8,000 firms, people and organizations involved in the myriad consulting fields. Cross-listings are by location, function and officers. There are two supplements to this edition, one from January 1985 and one from April 1985. Both are entitled "New Consultants and Consulting Organizations" and may be available at your library.

Consulting: The Complete Guide to a Profitable Career, by Robert E. Kelley. 1981. New York, Charles Scribner's Sons. 258pp., $17.95 (hardcover).

Discusses the field of consulting, including how to market your services, conduct projects, document your efforts, start and build your practice and evaluate your performance. Includes self-assessment exercises aimed at seeing if you are suited for consulting.

How to Make It Big as a Consultant, by William A. Cohen. 1985. AMACOM, 135 West 50th Street, New York, NY 10020. 304pp. $17.95 (hardcover).

Discusses the field of consulting, how to get clients, negotiate, propose and price services, write contracts, plan the project, run the consulting business, and provide the services for which you were hired. The book is well written and easy to read.

International Finance and Banking

Moody's Bank and Finance Manual, 1985. New York, Moody's Investors Service, Inc.

Lists thousands of U.S. banks, savings and loan and insurance companies; highlights 100 of the largest banks in the "free world"; lists international banks. For each bank, this annual directory provides a history, main business activity, names of management, stock, income, balance sheets, foreign business and subsidiaries.

The Rand McNally International Banker's Directory, 4 vols. 1986. Chicago, Rand McNally & Co.

A broad listing of banks in the U.S. and abroad, this directory contains information on directors, officers, subsidiaries and financial conditions. Volumes I to III list U.S. banks by state and city; Volume IV lists international banks by country and city.

International Journalism

Career Opportunities for Writers, by Rosemary Guiley. 1985. Facts on File Publications, 460 Park Avenue South, New York, NY 10016. 247pp., $10.95 (paper).
Writing jobs surveyed include newspaper and news services, magazines, TV and Federal government positions. Salary ranges, employment and advancement prospects, education and experience needed, and opportunities for women and minorities are discussed for each position.

Editor & Publisher International Yearbook, 1985. New York, The Editor & Publisher Co.
This directory publishes the circulation, advertising rates, price, and names of corporate and editorial management for a large number of U.S. and foreign newspapers. It also includes information on news and syndicate services, mechanical equipment suppliers and servicers and other news-related organizations, including journalism schools and professional societies.

The International Directory of Little Magazines and Small Presses, 21st ed., Len Fulton and Ellen Ferber, eds. 1985. Dustbooks, P.O. Box 100, Paradise, CA 95969. 700pp., $19.95 (cloth).
Lists small presses and magazines alphabetically, by subject and by state. Useful for someone trying to cover all the local employment possibilities in publishing.

Journalism Career and Scholarship Guide, 24th ed. 1984. One free copy available from the Dow Jones Newspaper Fund, P.O. Box 300, Princeton, NJ 08540. 183pp.
Aimed at encouraging young people to consider careers in journalism, this annual book offers general information on journalism careers and the qualifications necessary to succeed. Most of the book is devoted to listing and describing undergraduate programs in journalism. A final section discusses scholarships, internships and a few grant programs, and lists scholarship programs for minorities. This is a very good book for the beginner.

Literary Market Place 1985. The Directory of American Book Publishing, R.R. Bowker, Co., New York, NY.
Directory lists book publishers, clubs, associations, awards, grants, services, suppliers, events, conferences and courses. Also lists direct-mail promotion companies, book manufacturers and includes some information on magazine and newspaper publishing. Bowker also publishes *Publishers International Directory—International Literary Market Place,* which lists publishers abroad.

The 1985 IMS/Ayer Directory of Publications, 1985. Fort Washington, PA, IMS Press.
This annual sourcebook lists U.S. publications that appear four or more times a year. It provides information such as editor and publisher, names, circulation and advertising rates and cross-lists by subject matter and by city and state of publication.

International Law

Career Preparation and Opportunities in International Law, John W. Williams, ed. 1984. American Bar Association, 1800 M Street, N.W., Washington, DC 20036. 137pp., $8.00 (paper) plus $2.00 postage.

Essays on topics related to international law by lawyers working in the field. The book has four sections. The first deals with planning for a career in international law. The other three concern practicing international law in the Federal government, a private or corporate practice, and nonprofit organizations. Very useful reading for would-be international lawyers.

Directory of Opportunities in International Law, 7th ed. 1984. The John Basset Moore Society of International Law, University of Virginia School of Law, Charlottesville, VA 22901. 75pp., $14.00 (paper), $7.00 (student).

This directory is useful mainly for its list of law firms with international practices. It also has a partial listing of U.S. law schools that provide some international training.

Translating/Interpreting/Languages

Foreign Languages and Careers, 2nd ed., by Lucille J. Honig and Richard I. Brod. 1979. The Modern Language Association of America, 62 Fifth Avenue, New York, NY 10011. 32pp., $1.00 (pamphlet).

Primarily discusses the use of language as an auxiliary skill in fields such as business, education, law, mass media, science and travel. Also covers teaching languages and working as a translator or interpreter. Although not a recent publication, its information is still on the mark.

Foreign Languages and Your Career, 3rd ed., by Edward Bourgoin. 1984. Columbia Language Services, P.O. Box 28365, Washington, DC 20038. 100pp., $7.95 (paper).

This book discusses the use of foreign languages in a variety of fields. Note that while the index lists languages by profession, the book itself does not attempt to describe how one might find employment in those professions. Nevertheless, for people interested in reading about how they might use a foreign language in their chosen field, the book is worthwhile.

1983 Survey of Schools Offering Translator and Interpreter Training, 1983. American Translators Association, 109 Croton Avenue, Ossining, NY 10562. 62pp., $5.00 (paper).

Although somewhat out of date, this book is the only directory of undergraduate and graduate schools that offer some sort of translator or interpreter training. While many programs are listed, there is no indication of their comparative standing. It is suggested that students use the book as a starting point only.

Opportunities in Foreign Language Careers, by Theodore Heubener. 1981. VGM Career Horizons, 4255 West Touhy Avenue, Lincolnwood, IL, 60646. 150pp., $5.95 (paper).

This is a useful although somewhat dated guide to the many different sorts of jobs available to people who speak more than one language. For those seriously interested in translating, interpreting or otherwise using their language skills, this book should provide some ideas on how to look for jobs, if not concrete data on how to find them.

Translation in the Federal Government: 1985, by Ted Crump. Available from Mr. Crump, 2179 Colston Drive, Chevy Chase, MD 20815. 40pp., $8.50 (paper).

An excellent pamphlet on translation positions in Federal government agencies. For each agency, information is provided on the number of positions, whether the agency has expanded or contracted, the work it does, languages used, and other "insider" information. The author is director of the American Translators Association and has a first-hand understanding of the field and knows the language specialists working for the government.

Nonprofit Organizations

Research and Education

Peace Resource Book 1985, Melinda Fine and Peter M. Steven, eds. 1986. Cambridge, MA, Ballinger Publishing Co. for the Institute for Defense and Disarmament Studies. 340pp., $14.95 (paper).

This directory of peace-related organizations lists national, educational and local groups; local chapters of national groups; and educators' groups. It then cross-indexes these organizations in a variety of ways, including a constituent's index that lists the organizations according to the interest groups they might attract. Peace work, also known as antinuclear work, is a fertile field in which committed interns (and those not interested in high pay) can job hunt. Working for a peace group can provide valuable organizational and substantive background plus a look at the nonprofit field.

Research Centers Directory, 10th ed., Mary M. Watkins and James A. Ruffner, eds. 1985. Detroit, MI, Gale Research Company.

A fairly comprehensive listing of nonprofit and university-related research organizations that includes foundations, institutes and centers. The organizations are broken down by subject area.

Development Assistance

Central America and the Caribbean: Development Assistance Abroad, 1983. New York, TAICH. Available prepaid from UNIPUB, P.O. Box 1222, Ann Arbor, MI 48106 (1-800-521-8110). 324pp., $14.50 (paper) plus 5% postage and state tax (paper).

The Technical Assistance Information Clearing House has gone out of business, and its substantial mailing lists have been taken over by its former parent organization, the American Council for Voluntary International Action, or Interaction. TAICH books are still available in many career libraries and are still quite useful, although some of the information is out of date. This book cross-lists nonprofit organizations operating throughout Central America, Mexico and the Caribbean alphabetically, by country and by type of service provided. Information provided includes contact, number of personnel abroad and in U.S., expenditures, and programs of assistance.

Councils for Development, 1981. Published by TAICH and International Agricultural Development Service, but available from Interaction, 200 Park Avenue South, New York, NY 10003. 66pp., $3.50 (pamphlet) plus $3.00 postage.

For technical-assistance buffs who want to know which councils (consortia of like-minded nonprofit organizations) are involved in what projects and which individual organizations are active in what councils. Each council is defined by its objectives, activities, structure, funding, publications and membership.

Job Opportunities Bulletin, TransCentury Recruitment Center, 1724 Kalorama Road, N.W., Washintgon, DC 20009. $15.00/year (six issues).
This newsletter, published by the nonprofit TransCentury Foundation, lists job openings in international development organizations. Openings are listed by area, and span Africa, Asia, Latin America and the U.S. A few internships are also included. In addition, the publication accepts biographies from job seekers and lists them by area of interest. Most positions listed are professional. A typical issue contains about 30 position listings and includes one or two columns on employment-related topics.

U.S. Nonprofit Organizations in Development Assistance Abroad, 8th ed. 1983. New York, TAICH. Available prepaid from UNIPUB, P.O. Box 1222, Ann Arbor, MI 48106 (1-800-521-8110). 584pp., $24.50 (paper) plus 5% postage and state tax.
This book, one of the last and thus most current TAICH books, lists almost 500 nonprofit organizations, based in the U.S., that provide development assistance to foreign countries. It cross-indexes organizations by countries served and by the services provided.

Health and Population

Options. Amdoc/Option Agency, P.O. Box 85322, San Diego, CA 92123. Free (six issues/year).
A free newsletter circulated to health-care personnel lists positions available in medically underserved areas such as rural America with native Americans or migrant farm workers, or abroad in East Asia and the Pacific, Latin America and Africa. Positions listed are mainly volunteer (usually with travel assistance and room and board paid) and range in length from a few months to a few years.

Youth Programs

Volunteer! The Comprehensive Guide to Voluntary Service in the U.S. apd Abroad, by Marjorie Adoff Cohen, with the Council on International Educational Exchange and the Commission on Voluntary Service and Action. 1986. Intercultural Press, Inc., P.O. Box 768, Yarmouth, ME 04096. 174pp., $5.50 (paper).
This book describes work programs abroad and in the U.S. for people interested in voluntary services. It lists a wide variety of possibilities, ranging from work camps that require few qualifications to programs for which applicants need advanced degrees. Most programs listed are aimed at young people, ages 16-30, and the only qualification is a willingness to work. The book is well written and informative. Its information on overseas positions could be useful for people trying to break into the technical-assistance field.

Work Your Way Around the World, by Susan Griffith. 1983. Cincinnati, OH, Writer's Digest Books. 292pp., $10.95 (paper).
This book describes ways in which the enterprising traveler can earn money, such as driving a truck, working on a ship or as an air courier or teaching English. The book, which is appropriate for the noncareer-minded, lists jobs by countries.

U.S. Government

Capitol Jobs: An Insider's Guide to Finding a Job in Congress, by Kerry Dumbaugh and Gary Serota. 1982. Tilden Press, 1737 DeSales Street, N.W., Washington, DC 20036. 108pp., $5.95 (paper).

An informative study, the book describes what kinds of jobs are available; the work they entail; salary levels; the in's and out's of finding jobs—including some excellent thoughts on networking, Hill-style; the résumé and application process; and other topics vital to a savvy Hill job hunter. Highly recommended.

Careers in Secret Operations: How to Be a Federal Intelligence Officer, by David Atlee Phillips. 1984. University Publications of America, Inc., 44 North Market Street, Frederick, MD 21701. 93pp., $15.00 (hardcover).

This informative, well-written book discusses one of the least understood careers. Retired CIA man Phillips answers the basic question people usually ask first about intelligence work ("Will I ever be asked to kill anyone?" His answer: No) and then discusses the different agencies in which aspiring intelligence workers might find employment.

Congressional Staff Directory 1985, Charles B. Brownson, ed. 1985. Congressional Staff Directory, Ltd., Mount Vernon, VA 22121. 1232 pp., $40.00 (hardcover).

Published annually, this indispensable guide to Congress includes such useful data as biographies, staff and committee assignments. It also lists 9,000 U.S. cities by district and representative, and gives staff information on the Executive branch and all the Federal departments, commissions and agencies. Finally, in a 400-page section, it offers biographies of all congressional staff members.

Federal Career Opportunities, Federal Research Service, Inc., P.O. Box 1059, Vienna, VA 22180. $36.00 for 6 biweekly issues, $70.00 for 12, $146.00 for 26.

The Federal Research Service is a private organization not affiliated with the U.S. government. It publishes a biweekly listing of over 3,000 Federal job openings, listed by government agency. Each includes a very brief description, wage scale and address contact. Most jobs are at GS levels 9 through 12, most are in the U.S. and over half are with the military. While this is an impressive and useful publication, it should be stressed that all the information is available free from the government agencies offering the positions, although it might be hard to track down.

Federal Job Opportunities List. Available from the New York City Area Office of the Office of Personnel Management, Jacob K. Javits Federal Building, 26 Federal Plaza, Room 2-100, New York, NY 10278, (212) 264-0422. Call or stop by for a copy.

A short, computerized list of Federal jobs available in the New York City area and other locations. Other OPM offices around the country may offer a similar service; Federal job seekers are encouraged to check. Positions are listed by job title with a very brief description. Contact information is also provided.

Federal Personnel Guide, 1986. Federal Personnel Publications, P.O. Box 274, Washington, DC, 20044. 138pp., $3.00 (paper).

Highly recommended to those planning to work or already working for the Federal government. This book is filled with hard-to-find information on government regulations concerning salaries, training, insurance benefits, leave, retirement, incentive awards, Social Security, etc. It is updated annually, but for those who want to keep really current on government regulations, the company publishes the *Federal*

Personnel Guide Weekly News Update, a newsletter discussing changes in Federal personnel programs. The update is available for $30/year from the above address.

Foreign Service Careers, rev. ed. 1984. Department of State Publication 9202, Department and Foreign Service Series 249. U.S. Department of State, Recruitment Division, P.O. Box 9317, Rosslyn Station, Arlington, VA 22209. 34pp.
One of the few things that is free and readily available from the government, this pamphlet provides data on the sort of work Foreign Service Officers do and how the selection process works. It also provides a few sample questions of the Foreign Service examination, a bibliography, salary and benefits information for FSOs and some brief words on Department of State internships.

How to Get a Federal Job or Survive a RIF, 5th ed. by David E. Waelde. 1984. Federal Research Service, P.O. Box 1059, Vienna, VA 22180. 249pp., $15.00 (paper).
If you are confused about the maze of Federal employment-application procedures, this book can help. It includes detailed information about OPM requirements, how to locate job openings and how to fill out the forms. A special section discusses options for government workers facing a RIF, or reduction in force, in a period of budget cuts.

The United States Government Manual 1984/85, Gwendolyn J. Henderson, ed. 1984. Order from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. 913pp., $12.00 (paper).
Billed as the "official handbook of the Federal government," this useful source lists all U.S. Federal agencies, independent establishments, government corporations, quasi-official agencies and selected multilateral and bilateral organizations. For each, it typically gives a principal personnel list (which is unavoidably out of date in some cases), a summary of the organization's purpose, a brief history and a description of its programs and activities.

Washington 1985, John J. Russell and Regina Germain, eds. 1985. Columbia Books, 1350 New York Avenue, N.W., Washington, DC 20005. 843pp., $40.00 (paper).
The preface of this book states that it is not just another directory of what museums to see or who works for which Federal agency. Instead, the book claims it is "a guide to the power structure of [that] important, vibrant American city," namely Washington. The editors have chosen about 3,000 of the following: government organizations, the media, businesses, national associations, labor unions, law firms, medical and health associations, foundations, local government organizations, science and research associations, educational, religious, cultural and community affairs organizations, international affairs bodies and clubs.

Washington Information Directory 1985-86, 1985. Congressional Quarterly Inc., 1414 22nd Street, N.W., Washington, DC 20037. 902pp., $39.95 (hardcover).
This useful directory lists thousands of Washington-based U.S. government agencies, congressional committees, private associations and more by subject, so that someone interested in a particular topic can easily find organizations similarly interested. Also cross-indexes alphabetically. Phone numbers, addresses and contact names are provided for all organizations.

Your Future in Foreign Service Careers, by James P. Duncan, Jr. 1979. New York, Richards Rosen Press, Inc. 118pp., $8.97 (hardcover).
Heed the title of this book: it really is only about Foreign Service careers. It is a solid publication, which details the application process, training and work of FSOs. Not essential for those interested in Foreign Service work but helpful supplementary reading.

United Nations

Everyone's United Nations: A Handbook on the United Nations, Its Structure and Activities, 10th ed. 1986. New York, Department of Public Information, United Nations. 447pp., $7.95 (paper).
This book provides lots of facts and information on the UN, its activities, resolutions, members and structure.

Teaching Abroad

Education Information Service, P.O. Box 662, Newton Lower Falls, MA 02162.
A service that collects and publishes lists of openings in education (faculty, staff, administration, counseling, library) in the U.S. and abroad. It also publishes lists of schools abroad that hire foreign teachers. Prices of the lists vary, from $4.95 to $16.00, so write and ask for a catalog.

The ISS Directory of Overseas Schools, 1985/6. International Schools Services, Inc., P.O. Box 5910, Princeton, NJ 08540.
Lists primary and secondary schools throughout the world that use English as the major language of instruction. Useful for someone interested in teaching abroad. ISS also sponsors two conferences a year, bringing together teachers and foreign school administrators. The conferences are generally in February. Those interested should contact the Director of Educational Staffing at the above address.

Jobs in Japan: The Complete Guide to Living and Working in the Land of Rising Opportunity, by John Wharton. 1986. Denver, CO, The Global Press. 264pp., $9.95 (paper).
It has become very chic to go to Japan and work, mainly as an English teacher. For those interested in trying it, this book provides some useful how's, where's and what's. The press has also published *Teaching Tactics,* 1986, which covers only teaching jobs in Japan. 140pp., $5.70 (paper).

Study and Research Opportunities in the Middle East and North Africa, Leslie C. Schmida, ed. AMIDEAST, Box 50, 1100 17th Street, N.W., Suite 300, Washington, DC 20036. 170pp., $7.95 (paper).
A comprehensive guide to educational opportunities in the Middle East. Lists not only programs of study sponsored by U.S. institutions, but programs sponsored by Arab countries open to Americans, as well as institutions that provide financial assistance for the programs. It also includes brief information on preparing for life in the Arab world and visa information for each country. Useful for all students considering a program of study in this part of the world.

Teach Overseas: The Educators World-Wide Handbook and Directory to International Teaching in Overseas Schools, Colleges and Universities, by Steve Webster. 1984. Maple Tree Publishing Company, P.O. Box 479, G.P.O., New York, NY 10016. 432pp., $12.95.
Contains information on teaching in over 200 countries and a listing of school names and addresses.

Teaching Abroad, Barbara Cahn Connotillo, ed., with Walter Jackson. 1986. Institute of International Education, 809 United Nations Plaza, New York, NY, 10017. 128pp., $11.95 (paper).
Contains information on schools and ministries of education in over 100 countries. Only one or two schools are listed for each country, but the information on the ministries is useful for finding positions.

Teaching in Private American and International Schools Overseas, by Richard Chesley. 1983. Association for School, College and University Staffing, P.O. Box 4411, Madison, WI 53711. 22pp., $3.00 (paper).
While this pamphlet does not tell you how to get a teaching job abroad, it does alert you to the advantages, disadvantages and potential problems of doing so. Recommended for accredited teachers seriously considering pursuing work abroad.

Internships

Internships and Careers in International Affairs, Mitchell Plave, ed. 1984. The United Nations Association of the United States of America, 300 East 42nd Street, New York, NY 10017. 55 pp., $5.00 (paper).
This brief pamphlet lists internship possibilities in the U.S. government, nonprofit and voluntary organizations and the UN. Its introductory advice on internships is actually better than its listings, which are sketchy.

National Directory of Internships, Barbara A. Coluni, ed. 1984. National Society for Internships and Experiential Education (NSIEE), 122 St. Mary's Street, Raleigh, NC 27605-1809. 315pp., $15.00 (paper) plus $2.00 postage.
Published by the NSIEE, an organization devoted to promoting experiential education, this directory lists internships for applicants ages 16–35. For each organization offering internships, the number of positions, applicant qualifications, duration of position, application procedure and deadline and a description of the internship are provided. This book is noteworthy for the geographical diversity of its entries and for its listing of little-known (and thus not so competitive) programs.

1985 Internships: 34,000 On-the-Job Training Opportunities for All Types of Careers, Lisa S. Hulse, ed. 1986. Cincinnati, OH, Writer's Digest Books. 375pp., $14.95 (hardcover).
With over 34,000 internship listings plus a number of informed essays on internships, this annual publication is very useful indeed. Its listings are broken down into categories such as law/criminal justice, government/public administration and newspaper/journalism. The book also has chapters on U.S. internships for foreign applicants and international internships for Americans. The listings in the index are geographical and alphabetical.

The Student Guide to Mass Media Internships (1985), 2 vols., by Ronald H. Claxton. Intern Research Group, School of Journalism, University of Colorado, Boulder, CO 80309. Vol. I, 275pp.; Vol. II, 208pp. $45.00 for the set; $25.00 for one book (paper).
First volume lists internships on dailies, weeklies and magazines. Second volume lists internships in television, cable television and radio. Extensive listings by state and city. This is a very helpful book for a prospective intern. Look for it in your college's career office.

Graduate Programs

Accredited Journalism and Mass Communications Education 1983-84. Accrediting Council on Education in Journalism and Mass Communications (ACEJMC). 1983. One free copy available from Roger Gafke, Executive Director, ACEJMC, School of Journalism, P.O. Box 838, Columbia, MD 65205.

Lists addresses and phone numbers of all accredited graduate programs in journalism, communications and broadcasting. New brochure should be out soon, but until then current brochure is mailed with an update enclosure.

Barron's Guide to Graduate Business Schools, Eugene Miller, ed. 1984. Woodbury, NY, Barron's Educational Series, Inc. 618pp., $12.95 (paper).

Informative and useful for those interested in learning more about the application procedure and the market for the degree they are about to pursue.

Barron's Guide to Law Schools, 6th ed. 1984. Woodbury, NY, Barron's Educational Series, Inc. 461pp., $8.95 (paper).

Includes information about applying to, choosing between and getting into law schools and finding a job after law school in the U.S. It offers rankings and descriptions of American law schools and profiles of lawyers' starting salaries. Available in most libraries.

Guide to American Graduate Schools, 4th ed. by Harold R. Doughty and Herbert B. Livesey. 1982. New York, Penguin. 485pp., $14.95 (paper).

An overview of all graduate programs offered at U.S. universities. A subject index facilitates finding schools that offer programs in particular fields.

Guide to Graduate Study in Political Science, 1984. American Political Science Association, 1527 New Hampshire Avenue, N.W., Washington, DC 20036. 477pp., $15.00 (paper).

Lists MA and PhD political science programs—including international relations, law and public policy, world politics and international organization—at U.S. and some Canadian universities. Information provided includes degrees conferred, faculty and their specializations, program description and requirements for admission and degrees.

The Insider's Guide to the Top Ten Business Schools, Tom Fischgrund, ed. 1985. Boston, MA, Little, Brown and Co. 311 pp., $9.95 (paper).

Using quotes from former business-school students, this book tries to convey what it is like to attend one of the most prestigious business schools in the U.S. The book explains the methods of teaching, the academics, the social life, the work load, the grading system and the general life-style of each school. Each chapter is written by a graduate of the school and is thus subjective.

Journalism Directory, 1985. Association for Education in Journalism and Mass Communication (AEJMC), 1621 College Street, University of South Carolina, College of Journalism, Columbia, SC 29208-0251. 169pp., $15.00 (paper).

Published annually in February, this directory lists American journalism and mass communications programs at all levels of education. It also lists journalism educational organizations; national funds, fellowships and foundations for journalists; and professional and student associations.

Lovejoy's Guide to Graduate Business Schools, by Arline Glotzer and Bruce S. Sheiman. 1983. New York, Monarch Press. 261pp., $14.95 (paper).

Gives information on MBA programs, especially the admissions process and the GMATs.

Peace and World Order Studies: A Curriculum Guide, 4th ed., Barbara J. Wien, ed. 1984. World Policy Institute, 777 United Nations Plaza, New York, NY 10017. 741pp., $14.95 (paper).

This unique book lists over 100 syllabi from institutions of higher education around the world (mainly in the U.S.). It lists courses and who is teaching them, periodicals, books, organizations and funding sources and provides case studies of programs devoted to alternative international and peace studies.

Peterson's Graduate Guides to Graduate Study, 5 vols.

Often thought of as the definitive guide to higher education in the U.S., this guide provides a reasonably comprehensive listing of graduate programs. The first volume is an overview; the other four list humanities and social sciences; biology, agricultural and health sciences; physical sciences and mathematics; and engineering and applied sciences. Published annually.

Some presses that publish useful career-related books:

AMACOM Books, 135 West 50th Street, New York, NY 10020. Business and management books.

American Bar Association, 5 East 60th Street, Chicago, IL 60637. Law-related books.

Arco Publishing Company, 215 Park Avenue South, New York, NY 10003. Basic explanatory books on different fields.

Barron's, Crossways Park Drive, Woodbury, NY 11797. Varied guides, mainly relating to educational programs.

Chronicle Guidance Publications, Inc., Aurora Street, P.O. Box 1190, Moravia, NY 13118-1190. Computer and microfilm career-guidance information; also "occupational briefs" on over 500 careers.

Garrett Park Press, Garrett Park, MD 20896. Varied career books.

Impact Publications, Career Department, 10655 Big Oak Circle, Manassas, VA 22111. In addition to publishing its own career-related books, Impact publishes a briefly annotated 28-page catalog of career-related publications. Write for free copy.

Intercultural Press, P.O. Box 768, Yarmouth, ME 04096. Books about other countries and living abroad.

Oceana Publications, Inc., Dobbs Ferry, NY 10522. Expensive research books on international law.

Peterson's Guides, P.O. Box 2123, Princeton, NJ 08540. Mainly guides to educational institutions.

Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. Alternative-style career publications.

VGM Career Books, Division of National Textbook Company, 4255 West Touhy Avenue, Lincolnwood, IL 60646-1975. Publishes the series of "Opportunities in [Your Field Here]."

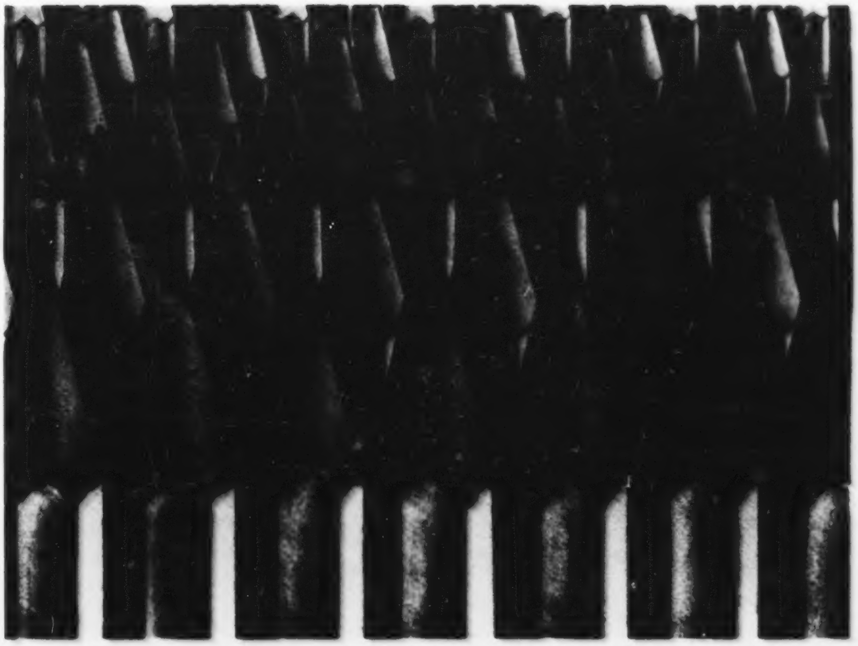
Index

Academy for Educational Development: 42
ACCION International/AITEC: 143
Africa News: 268
African Development Bank: 39
African Medical and Research Foundation: 164
Agency For International Development: 39, 83, 215
Agricultural Cooperative Development International: 42
AIIC: 112
Allied-Signal: 256
All-Languages Services: 107
America-Mideast Educational and Training Services: 117
American Association of Language Specialists: 112
American Enterprise Institute for Public Policy Research: 117
American Express Bank: 55
American Field Service International/Intercultural Programs: 176
American Friends Service Committee: 144
American Indonesian Chamber of Commerce: 275
American International Group: 16
American Jewish Joint Distribution Committee: 145
American Lawyer: 273
American Near East Refugee Aid: 146
American Refugee Committee: 165
American-Scandinavian Foundation: 256
American Security Council: 276
American Society of Magazine Editors: 268
American Translators Association: 112
Americas Society: 276
Amigos de las Americas: 280
Amnesty International U.S.A.: 118
Appropriate Technology International: 146
Arms Control Association: 119
Arthur D. Little International: 43
Asia Foundation: 120
Asia Society: 121
Asian Development Bank: 39
Associated Press: 69
Association for International Practical Training: 181
Association Internationale des Etudiants en Sciences Economiques et Commerciales: 177
Avon Products: 17
BankAmerica: 56
Bank of Tokyo Trust: 57
Beijing-Washington: 262
Berlitz Translation Services: 108
Boeing Company: 18
Brookings Institution: 122
Pearl S. Buck Foundation: 147
Burson-Marsteller International: 44
CARE: 148
Cable News Network: 69
Carl Duisberg Society: 257
Carnegie Endowment for International Peace: 277
Center for Strategic & International Studies: 124, 278
Central Intelligence Agency: 101, 191
Chase Manhattan Bank: 264

Checchi and Company: 45
Chemical Bank: 58
Chicago Council on Foreign Relations: 124
China Institute in America: 125
Church World Service: 149
Cleary, Gottlieb, Steen & Hamilton: 87
Coalition for a New Foreign and Military Policy: 126
Coca-Cola Company: 19
Congressional Research Service: 102, 193
Cooperative Education Programs: 192, 196, 218, 219, 283
Coudert Brothers: 87
Council for International Exchange of Scholars: 252
Council on Economic Priorities: 278
Council on Foreign Relations: 127
Council on International Education Exchange: 178
Covington & Burling: 88
Data Resources: 46
Democratic Study Group: 225
Department of Agriculture: 83, 195
Department of Commerce: 83, 196
Department of Defense: Dependents Schools: 250; Office of General Counsel: 89
Department of Justice: 83, 200
Department of State: 83, 203; Civil Service: 206; Foreign Service: 204; Office of Language Services: 101; Office of Overseas Schools: 251
Direct Relief International: 165
E. I. Du Pont de Nemours: 20
East-West Center: 128
Education Programs Abroad: 258
Emerson Electric: 21
Environmental Protection Agency: 209
Experience, Inc.: 47
Experiment in International Living: 179
Export-Import Bank: 83, 210
Family Health International: 166
Federal Bureau of Investigation: 102
Federal Maritime Commission: 212
Federal Reserve System: 83, 213
First Boston Corporation: 265
First National Bank of Chicago: 265
FMC Corporation: 259
Food and Agriculture Organization of the United Nations: 234
Food First: 133, 168
Ford Foundation: 129
Ford Motors: 22
Foreign Policy Association: 130
Foster Parents Plan International: 150
Freedom from Hunger Foundation: 169
Gamma-Liaison: 70
General Electric: 259
General Motors: 22
Gibson, Dunn & Crutcher: 90
Glossary of Abbreviations: 302
Goodyear Tire and Rubber: 24
Grumman International: 25
Heifer Project International: 150
Helen Keller International: 167
Heritage Foundation: 131
Honeywell: 26
House Committee on Foreign Affairs: 221
Hudson Institute: 132
Immigration and Naturalization Service: 202
Institute for Defense Analyses: 48
Institute for Food and Development Policy: 133, 168
Institute for International Economics: 134
Institute for Policy Studies: 135
Institute of Public Administration: 151
Institute of International Education: 252
Inter-American Development Bank: 39
Inter-American Foundation: 214
International Association for the Exchange of Students for Technical Experience: 181
International Association of Conference Interpreters: 112
International Bank for Reconstruction and Development: 245
International Business-Government Counsellors: 263
International Business Machines: 260
International Civil Aviation Organization: 235
International Development Association: 245
International Development Cooperation Agency: 215
International Executive Service Corps: 27
International Eye Foundation: 168
International Finance Corporation: 245
International Human Assistance Program: 152
International Human Rights Internship Program: 274
International Institute for Environment and Development: 136
International Labour Organisation: 236
International Monetary Fund: 83, 237
International Paper Company: 260
International Rescue Committee, 169
International Schools Services: 251
International Trade Administration: 196
International Trade Commission: 83
International Voluntary Services: 153
Irving Trust Company: 59
The League: 155
Library of Congress: 102, 193
Lindner Translations: 109
Los Angeles Times: 71

MacNeil/Lehrer Newshour: 269
MAP International: 154
Manufacturers Hanover Trust: 60
Meals for Millions: 169
Medical Service Consultants: 48
Meridian House International: 279
Merrill Field Program for Experiential Learning: 280
Minnesota Mining and Manufacturing: 28
Minnesota Studies in International Development: 281
Monsanto: 29, 261
Morgan Guaranty Trust: 61
Morgan Stanley: 62
Mudge Rose Guthrie Alexander & Feldon: 91
The Nation: 270
National Cooperative Business Association: 155
National Council for International Health: 170
National Public Radio: 72
National Resource Center for Translation and Interpretation: 112
National Security Agency: 101, 217
National Telecommunications and Information Administration: 199
National Westminster Bank U.S.A.: 266
Nature Conservancy International Program: 137
Near East Foundation: 156
New York Times: 73
Newsday: 74
Nuclear Regulatory Commission: 219
OEF International: 156
Office of General Counsel: 89
Office of Personnel Management: 196
Office of the Legal Adviser: 208
Office of the U.S. Trade Representative: 83
Overseas Development Council: 137
Overseas Private Investment Corporation: 83, 216
Oxfam America: 157
Pan American Health Organization: 247
Partnership for Productivity International: 158
Patton, Boggs & Blow: 92
Peace Corps: 219, 244
Pennie & Edmonds: 93
People to People Health Foundation: 171
Pepsi-Cola International: 30
Phillips Petroleum Company: 31
Planned Parenthood Federation of America: 172
Population Council: 173
Population Institute: 282
Population Reference Bureau: 174
Presidential Management Intern Program: 207, 284
Project Concern International: 174
Project HOPE: 171
RCA Corporation: 31
R. J. Reynolds Tobacco International: 33
Radio Free Europe/Radio Liberty: 271
Rennert Bilingual Translations: 109
Republican House Study Committee: 225
Robert R. Nathan Associates: 50
Ruder Finn & Rotman: 263
Salomon Brothers: 267
Save The Children Federation: 159
School for International Training: 179
Senate Foreign Relations Committee: 221
Senate Majority Policy Committee: 225
Shearman & Sterling: 94
Sperry Corporation: 34
Stay-in-School Program: 286
Summer Jobs at Federal Agencies: 286
TAALS: 112
Teacher Exchange Programs: 251
Technoserve: 160
Temporary Summer Aid Program: 287
Texaco: 35
Time, Inc.: 272
Tolstoy Foundation: 138
Towers, Perrin, Forster & Crosby: 51
Translation Company of America: 110
Treasury Department: 83
United Nations: General Recruitment: 233, 287; Legal Counsel's Office: 85; Secretariat: 232; System Recruitment of the Department of State: 233; U.S. Mission: 234
United Nations Association of the U.S.A.: 139
United Nations Children's Fund (UNICEF): 238; United States Committee for: 140
United Nations Development Programme: 239
United Nations Industrial Development Organization: 241
United Nations Institute for Training and Research: 242
United Nations Relief and Works Agency for Palestine Refugees in the Near East: 243
UN Volunteers: 244
United States AID: 39, 83, 215
United States Chamber of Commerce: 36
United States Congress: 221; House Committee on Foreign Affairs: 221; Senate Foreign Relations Committee: 221
United States Information Agency: 101, 225; Joint Publications Research Services: 101; Teacher Exchange Branch: 252
United States Trust Company of New York: 63
United Technologies: 261

University Language Services: 111
Voice of America: 101, 126
Volunteers for Peace: 182
Volunteers in Technical Assistance: 161
Wall Street Journal: 74
Washington Office on Latin America: 141
Washington Post: 75
Weyerhaeuser Company: 37
White & Case: 95
Winrock International: 162
World Bank: 39, 83, 245
World Concern: 162
World Health Organization: 247
World Policy Institute: 142
World Vision International: 163
YMCA: 183
Youth for Understanding: 185
Zero Population Growth: 282



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